

Expanded IMET Handbook

24 September 2004

Note: All users of this Handbook, who are using the Training Management System (TMS) to manage their IMET program, are urged to download their **MASL data** from the Security Assistance Network (SAN) and run a **MASL update** in their TMS system. The courses carried in this Handbook have been entered in the **TMS Expanded IMET data table** which is included in the **MASL and Other download**. So, you **must accomplish** a MASL update in TMS in order to have the latest, most current E-IMET data table. Your Expanded IMET reports in TMS *will not be* correct if you fail to update your MASL and Expanded IMET data table.

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Chapter 1--U.S. Army

Section I Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course:

Course = Resident course

Course (MET) = Mobile education team

National Defense University (NDU)--BFF

General Information. The National Defense University, located at Fort McNair, Washington, DC, is a joint professional military education institution operating under the direction of the Chairman of the Joint Chiefs of Staff. The purpose of the National Defense University is to prepare military and civilian leaders for service at the highest levels of national defense and security. The National Defense University educates selected military and civilian leaders through teaching, research, and outreach in national security strategy, national military strategy, and national resource strategy; joint and multinational operations; information strategies, operations, and resource management; acquisition; and hemispheric defense studies. The university includes the Armed Forces Staff College, Industrial College of the Armed Forces, Information Resources Management College, Institute for National Strategic Studies, National War College and Center for Hemispheric Defense Studies.

Course

Advanced Management Program, AMP, B155420, 14 Weeks

Scope

The fourteen week graduate-level Advanced Management Program (AMP) provides functional and technical information resources managers with an integrated understanding of new policies and imperatives such as the Clinger-Cohen Act of 1996, the Federal Acquisition Streamlining Act (FASA) and the Federal Acquisition Reform Act (FARA). Graduates will be able to form effective managerial partnerships to effectively justify, allocate, and apply information resources to mission requirements in compliance with regulatory, policy, and ethical standards.

Course

National War College International Fellows Program, NWC-IF, B171801, 43 Weeks

Scope

The College achieves its mission with a core curriculum and elective courses that emphasize critical and logical thinking. The academic program must offer breadth to engage students with new challenges as well as more traditional ones facing the national security strategist. At the same time, students need academic depth and background in military strategy and operations to prepare them for future assignments of increased responsibility and scope. The National War College's academic program is specifically designed for a student body already highly experienced and successful in military and civilian professions devoted to the design and application of different facets of national security. The college program is focused on broadening understanding of national security policy and strategy, including national military strategy and operations. It emphasizes principles and concepts that students can apply as they progress in their chosen professions. The curriculum has six themes: 1) National security strategy and policy are formulated and implemented within international and domestic political processes and environments that are dynamic, changing and replete with competing interests. As a

consequence, policy is often as much an outcome of bureaucratic processes, compromise, and the influence of a dominant personality as it is of “rational” calculus. 2) State resources are limited, requiring policy makers to set priorities among competing domestic and international interests, and to accommodate the allocation of resources between selected domestic and international objectives. Means and ends must be judiciously matched within strategies designed to accomplish national objectives. 3) National security objectives and strategy must be devised and implemented within environments where ethical norms inform and constrain policy makers’ freedom of action. 4) A national security strategy must identify the interests of the nation and the challenges to those interests, and specify the objectives to be met through the use of specific policy instruments, particularly in any use of military force. 5) Instruments of policy must be orchestrated within a cohesive strategy that deliberately integrates the selected instruments to achieve specified objectives. 6) As a component of national security, military strategy and operations require the development within the Armed Forces of a joint culture that fosters the teamwork essential for deterrence, joint war fighting, and multinational endeavors. Planning and prosecution of joint campaigns and major operations require competency in joint skills, including the ability to orchestrate air, land, sea, space, and special operations forces into effective joint teams.

Course

Industrial College of the Armed Forces International Fellows Program, ICAF, B171806, 43 Weeks

Scope

The ICAF curriculum provides a broad education in national security strategy and national military strategy with the major emphasis on resources management. The ICAF’s academic program is specifically designed for a student body already highly experienced and successful in military and civilian professions devoted to the design and resourcing the different facets of national security. All ICAF students have achieved the ranks of Colonel/Captain, Lieutenant Colonel/Commander or the civilian equivalent in the Department of State, other federal agencies and the private sector. The college’s approach to education focuses on broad-based national security decision making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. ICAF focuses on enhancing the ability of its students to think strategically-to have strategic vision, develop strategic plans, lead at strategic levels, take critical advantage of the information revolution, and create environments that put the highest value on consideration of others and ethical behavior. Intrinsic to this is the internalization of a joint, interagency perspective and a broad education that places national security decisions in the context of historical, political, social, economic, and military trends. ICAF strives to provide an environment that reflects NDU and ICAF values, encourages multidisciplinary thought and discussion, promotes effective presentation of subject matter, enhances cooperation between academic disciplines, encourages free discussion among students, faculty, and staff, and creates a climate of contribution and mutual assistance

Course

NATO Staff Officer Orientation Course, B171799, 2 Weeks

Scope

A two phase course providing information that enables staff officers to become immediately effective in the NATO staff environment. The student becomes conversant with NATO terminology; NATO organization and functions; political, economic, and intercultural aspects of the Alliance; and international staff work.

The first phase consists of intensive instruction in the following subject areas: the Washington Treaty; NATO Headquarters Organization; Allied Command Atlantic Organization; Allied Command Europe Organization; Logistics and Standardization; Strategic Concept; The NATO Staff Environment. The second phase provides a unique opportunity for discussion with senior U.S., allied and Partnership for Peace guest speakers, including representatives from the Joint Staff, OSD, State Department, the Intelligence Community, Capitol Hill, Military Attaches, and Senior Flag and General Officers and diplomats with current or recent NATO experience.

Course (MET)

NATO Staff Officer Orientation Course, B271001, 1-2 Weeks

Scope

Provides information that enables staff officers to become immediately effective in the NATO staff environment. Instruction is tailored to the needs of the particular country. The student becomes conversant with NATO terminology; NATO organization and functions; political, economic, and intercultural aspects of the Alliance; and international staff work. Includes intensive instruction in the following subject areas: the Washington Treaty; NATO Headquarters Organization; Allied Command Atlantic Organization; Allied Command Europe Organization; Logistics and Standardization; Strategic Concept; The NATO Staff Environment.

Inter-American Defense College--BDA

General Information. The Inter-American Defense College (IADC) is an international educational institution operating under the aegis and funding of the Organization of American States (OAS) and the Inter-American Defense Board. It is located at Fort McNair in Washington DC. The IADC is unique in the Western Hemisphere in that the faculty and the student body are international. Broad international participation gives an unusual opportunity for the exchange of ideas and offers the foundation for better Inter-American understanding. The extensive academic curriculum and close association of faculty and students representing a diversity of ideas and backgrounds and fosters close professional and personal cooperation. Students and faculty share strong democratic values and a continuing commitment to strengthening democratic institutions in the Americas.

Course

Inter-American Defense College Hemispheric Defense and Security Course, B171810, 46 Weeks

Scope

This course provides a professionally oriented, multidisciplinary, graduate-level program of study. This eleven month program provides senior military and government officials with a comprehensive understanding of governmental systems, the current international environment, structure and function of the Inter-American system, and an opportunity to study broad based security issues affecting the hemisphere and the world. The development of these concentrations is accomplished through the detailed study of political, economic, socio-cultural, and military factors of power. The College takes advantage of the unparalleled educational and research facilities in the Washington D.C. area as well as external academic visits to the Americas. Faculty and students also engage in research and publishing. As part of this course, students may pursue a post-graduate professional certificate in defense and security issues and two graduate degree options; one with American University in Washington, DC or one with the Universidad del Salvador in Buenos Aires, Argentina. These courses are taught as part of the college's regular curriculum.

Western Hemisphere Institute for Security Cooperation (WHINSEC)--BCE

General Information. The Western Hemisphere Institute for Security Cooperation (WHINSEC) is a Department of Defense school dedicated to the promotion of peace and cooperation amongst the nations of the Americas. The mission of the Institute is to provide professional education and training to eligible personnel of nations of the Western Hemisphere within the context of the democratic principles set forth in the Charter of the Organization of American States (such charter being a treaty to which the United States is a party), while fostering mutual knowledge, transparency, confidence, and cooperation among the participating nations and promoting democratic values, respect for human rights, and knowledge and understanding of United States customs and traditions. Courses are normally conducted in Spanish; however WHINSEC offers selected classes in English, primarily to accommodate English-speaking Caribbean countries.

Course

Human Rights Instructor Course, B166150, 3 Weeks

Scope

This course is developed to qualify students as human-rights instructors at the battalion level and to provide a pragmatic approach to the integration of human rights into actual training environments. The course includes in-depth discussions of relevant topics followed by practical exercises. Topics to be explored include a human rights core block of instruction, to include ethics, the doctrine of just war, the historical development of human rights, case law, pertinent documents and principles, the relationship between human rights and the law of armed conflict, and a case study on the My Lai Massacre. A systematic approach to training providing a "learning by doing" system will include performance-oriented instruction, learning analysis, test construction, and presentation techniques. Additional instruction will contain a seminar on current issues on human rights and practical exercises focusing on human-rights situations within a crisis operation center environment. All exercises are critiqued and terminated with thorough after-action reviews. **Course is conducted entirely in Spanish.**

Course

Departmental Resource Management and Logistics, B169355, 6 Weeks

Scope

This course is designed to instruct personnel in resource and logistics management concepts, principles, methods, techniques, systems analysis, and decision-making skills, culminating with a practical, hands-on resource-management case study. Instruction includes economic reasoning, management theory and group dynamics, quantitative reasoning, strategy/policy formulation, analytical decision-making, and program analysis, implementation, execution, and control. Logistics instruction enhances the understanding of the interrelationships and interdependence among logistics functions and the organizational structure of logistics management and provides an overview of the Army logistics system using the life-cycle management model as the common thread of the course. Management-skills instruction is oriented toward improving the decision-making abilities of the students by providing knowledge of the techniques and considerations involved for transparent and accountable resource and logistics management procedures.

Course is conducted entirely in Spanish.

Course

Civil Military Operations (CMO), B173015, 6 Weeks

Scope

Provides fundamental knowledge and training to prepare the student to plan and conduct civil military operations. Prepares the student to serve as an advisor to the field commander on civil military operations matters. This course is designed to prepare students to serve as Civil Military Operations (CMO) officers, either as military officer or as government civilians interacting with the military on CMO activities. Principal instruction consists of training in the proper role of a military in support of civilian authority, military civic action, civil defense, disaster assistance, and CMO support to counter narcotics activities. Training includes various in-depth case studies that are used to enhance student awareness of effective CMO activities. **Course is conducted entirely in Spanish.**

Course

Democratic Sustainment, B179105, 6 Weeks

Scope

This course explores the role of the military within a democratic and constitutionally derived, civilian-controlled government. Information and theoretical discussions are fully based upon the shared principles and cultures of the Western Hemisphere. Instruction consists of governmental operations, legal/military law, historical foundations of regional democracy, and religious influences in both cultures. Instruction is presented in a variety of formats, including student papers and oral reports, guest lectures, liaison visits with city and county leaders, political groups, and public administrators. Instruction is presented at the post baccalaureate level, with university

credit applied from the Southern Association of Colleges and Universities. **Course is conducted entirely in Spanish.**

US Army Judge Advocate General (JAG) School--BCQ

General Information. The Judge Advocate General School is located adjacent to the School of Law on the campus of the University of Virginia, Charlottesville, Virginia. The school provides top-quality legal education while meeting the growing and increasingly diverse needs for legal education in the Department of Defense. It offers resident and nonresident courses of study for the professional legal training of the Army, conducts research in military legal matters and prepares military legal publications.

Course

Law of War Workshop, 5F-F42, B121568, 1 Week

Scope

Focuses on the international customary and treaty rules affecting the conduct of forces in military operations in all levels of hostilities. Topics include the Hague and Geneva Conventions and their application in military operations, to include problems on reporting and investigating war crimes; treatment and control of civilians; treatment and classification of detainees; the substantial change pending to the law of war as a result of the 1977 Protocols to the 1949 Geneva Conventions, including extensive new obligations of commanders and military attorneys. Practical emphasis is given to all levels of mission planning and accomplishment in accordance with the law of war; to the law of war responsibilities of attorneys, non-attorney staff officers and commanders, and to law of war instruction, including techniques and instructional aids.

Course

JAG Officer Basic, 5-27-C20, B121569, 10 Weeks

Scope

The course stresses military criminal law and procedures, and other areas of military law which are most likely to concern a Judge Advocate in the first duty assignment. Specifically, it provides an introduction to the following: military criminal law and the practical aspects of criminal procedure and practice; personnel law (military and civilian); legal basis of command; claims; legal assistance; Army organization and management; federal contract and fiscal law; and the Law of War and Status of Forces Agreements

Course

JAG Officer Graduate, 5-27-C22, B171560, 42 Weeks

Scope

This course prepares career military attorneys for future service in senior judge advocate positions. The course requirements equal or exceed those of graduate programs at other law schools. The American Bar Association has approved the course as meeting its standards for specialized legal education beyond the first professional degree. Students who successfully complete the course are awarded a Master of Laws (LL.M.) degree in Military Law. The course is conducted over an academic year totaling approximately 40 credit hours. Core courses consist of 26 credit hours of criminal law, administrative and civil law, international and operational law, contract law, leadership and management, and professional writing and advocacy. Electives consist of 14 credit hours. Course is open to military personnel only and has a 3/3 Oral Proficiency requirement.

Course

JAG Officer Military Judge Course, 5F-F33, B176560, 3 Weeks

Scope

Provides military attorneys with advanced schooling required to qualify as full-time military judges at courts-martial. Topics covered include the following: Substantive military criminal law; trial

procedures; defenses; instructions; evidence; current military judicial problems; and professional responsibility.

Course

JAG Operational Law Seminar, 5F-F47, B176566, 2 Weeks

Scope

This course focuses on the role of law in military operations at the operational and tactical levels (JTF, Corps, Division and Brigade). The first week of the course is primary lecture, when such topics as the following are discussed: rules of engagement; use of force; deployment contracting, claims, and military justice; international agreements; information operations; and fiscal considerations.

The second week of the course consists of a practical exercise based on a notional contingency deployment. Students play the role of the Joint Task Force legal advisor, and research and brief the solutions to complex legal issues that may arise during the different phases of the operation. At the conclusion of the course, attendees will be able to act as a legal advisor during military operations across the spectrum of conflict.

Course

JAG Contract Attorney's Course, 5F-F10, B176567, 2 Weeks

Scope

This course presents instruction regarding the basic legal concepts pertaining to the following: The authority of the government and its personnel to enter into contracts; statutorily mandated completion requirements; contract formation (sealed bidding & competitive negotiation), including basic contract types, labor standards, and socioeconomic policies; contract performance, including modification, termination, inspection, and acceptance; disputes, including remedies of unsuccessful offerors and appeals; and introduction to procurement fraud.

United States Army Medical Department Center & School--BGS

General Information. The United States Army Medical Department Center & School, Ft Sam Houston, TX strives to be the nation's preeminent institution for preparing today's medical leaders for tomorrow's challenges through education, research, and outreach. Its mission is to provide a forum for integrating educational programs and training support focused on health issues within the Unified Commands.

Course

Medical Strategic Leadership Program, 6-250-C1, B175283, 3 Weeks

Scope

The Medical Strategic Leadership Program, 6-250-C1, is a multinational, multi-service, postgraduate, continuing medical program designed for foreign national medical officers (Lieutenant Colonel and above or U.S. equivalent) and civilians; U. S. military Medical Corps (MC), Medical Service Corps (MSC), Army Nurse Corps (AN), Army Medical Service Corps (AMSC), Dental Corps (DC), and Veterinary Corps (VC) officers (O-5 and above); and senior federal employees. The program provides healthcare related training to prepare the attendees for the strategic leadership challenges of combined health service support operations and operating within coalitions and alliances. Major areas of focus include U.S. Combatant Commands, Strategic Leadership, International Law, Military Medical Readiness, Host Nation/Coalition Partner Support, Health Resources Allocation, Management and Policy, Non-governmental Organizations, and Medical Observer Training. The program is conducted at the U.S. Army Medical Department Center and School (AMEDDC&S), Fort Sam Houston, and in Washington D.C.

Section II

Guidelines, Procedures, and Responsibilities for U.S. Army Sponsored METS

For prerequisites and other details concerning U.S. Army sponsored METs, please see the instructions provided in the particular school handbook or catalog. For scheduling purposes, procedures, etc., METs are treated like other Army Security Assistance Teams, with arrangements being made by the Security Assistance Training Management Organization (SATMO).

Please see:

AR 12-15, Joint Security Assistance Training Regulation (JSAT) Chapter 13 at:

http://www.disam.dsca.mil/itm/References/JSAT/JSAT_13.pdf and

AR 12-7, Security Assistance Teams at:

<http://www.disam.dsca.mil/itm/References/Other/12-7.pdf>

Chapter 2--U.S. Air Force

Section I Expanded IMET Training and Education

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Course (MET) = Mobile education team

Defense Equal Opportunity Management Institute (DEOMI)--PAT

General Information. The mission of the Defense Equal Opportunity Management Institute (DEOMI) located at Patrick Air Force Base, Florida is to serve as the Defense Department's "center for excellence" in human relations and equal opportunity. Additionally, DEOMI's mission is to translate increased awareness of equal opportunity issues into improved leadership and enhanced mission readiness.

Course

The Equal Opportunity Staff Advisor Course DEOMI/Special, D179009, 15 Weeks

Scope

See General Information paragraph above; this course provides an intensive and comprehensive study of how to achieve a positive equal opportunity and human relations outlook throughout a diverse armed force to enhance unit readiness. Students are currently taught how to assess the organizational climate of a unit, develop programs to address any inequities noted and evaluate individual EO programs. This course improves the student's leadership and advisor skills by focusing on effective leadership, communication skills, cultural factors, and unit cohesion. Subject areas include individual, group and organizational behavior. Race, gender, religious and ethnic discrimination are discussed along with the impact of cultural/ethnic differences on an individual, institutional, and cultural levels. Extensive practical application exercises require the students to demonstrate prior learning in a duty-oriented work setting. Emphasis is placed on maintaining the highest degree of unit readiness while maintaining a reputation as a place where all individuals have infinite dignity and worth.

Course (MET)

DEOMI Mobile Education Team (MET), D309008, Various Lengths

Scope

Focusing on senior leader training, these seminars improve a student's leadership and staff skills by focusing on enhancing awareness of EO as a readiness and unit cohesion issue. Once a country's equal opportunity needs are known, the Defense Equal Opportunity Management Institute (DEOMI) will develop a tailored and specialized training program to be conducted by a team of DEOMI facilitators.

Defense Institute for Medical Operations (DIMO)--BRO

General Information. The mission of DIMO is to strengthen global medical capabilities in disaster response and healthcare management through education and training. DIMO is part of the International Expeditionary Education and Training Department, US Air Force School of Aerospace Medicine, USAFSAM, located at Brooks City-Base Texas. Information on DIMO courses can be found at www.sam.brooks.af.mil/web/DIMO/dimo-index.htm.

Course

Executive Health Care Resource Management (EHRM), D175466, 2 Weeks

Scope

This course is designed to address topics to include health services delivery system, resource management, health care technology, patient rights and safety regulations, health care law and ethics and strategic management. This resident course focuses on the concepts of Human Rights, Resource Management, Military Justice and Civilian Control of the Military. Students should be prepared to be active participants who are willing to share their experiences and insights relating to the above subjects.

Course

HIV/AIDS Planning/Policy Development, D175467, 1 Week

Scope

The HIV/AIDS Planning and Policy Development course is designed to enhance the ability of senior leaders to develop specific HIV/AIDS policies for military personnel and assist with effective planning and implementation of sustainable HIV prevention programs. Instructors are subject matter experts in the field of HIV/AIDS prevention and care. Their presentations along with group discussions and case scenarios provide international leadership with the tools to formulate each individual country's assessment and strategic plans. Using these tools, policy makers can build a concrete strategic intervention plan that will reduce the spread of HIV among military personnel. Recognizing that each country is unique, the course is structured to provide leaders with country-specific follow-up. The intended audience is Minister of Defense senior civilian governmental officials and senior military line and staff officers responsible for providing healthcare to their beneficiaries.

Course (MET)

Leadership Course in Regional Disaster Response & Trauma System Mgt, D309011, 6 Days

Scope

The Trauma and Disaster course curriculum concentrates on resource management, leadership, and planning principles. It further demonstrates the skills necessary for system development and continued education programs. Some examples of training emphasis include the following: field surgical management of various injuries and traumas, management of communication and public affairs assets for disaster response, disease control after natural disasters, and managing critical care transport and evolving aero-medical evacuation resources. The importance of military-civilian collaboration for rapid disaster response is stressed throughout the course. Principles of the Geneva Convention and the Oslo Guidelines for International Disaster Relief are an integral part of the course, stressing the importance of human rights and civilian control of the military. Students have the opportunity to do "hands on" training via the numerous practical exercises and mock disaster exercises dispersed throughout the course.

Course (MET)

Leadership Program in Disaster Public Health and Public Health System Management, D309017, 4 Days

Scope

The Leadership Program in Disaster Public Health and Public Health System Management MET is a 'Train the Trainer' course combining didactic lecture series and practical laboratory exercises in public health, epidemiological, entomology, environmental health, and health policy. Lecture topics orient the public health and medical professional to the current state of military and civilian public health systems and disaster response issues, then proceeds to address disease prevention and environmental health intervention techniques. Military-civilian collaboration aspects of public health, disaster response and effective intervention techniques are stressed. Over 40 percent of the course is devoted to practical lab experiences, which emphasizes the need and values in coordinated and collaborative response efforts. The goal is to demonstrate synergistic opportunities to strengthen country, regional, and international response capacities to disasters. Public health is a significant part of the overall strategy for disaster preparedness throughout the world. There is no event that so severely tests the adequacy of a nation's health

infrastructure as the occurrence of a sudden natural or manmade disaster. Therefore, robust public health response capacities, which include integrated public health systems and purposeful planning processes at the local, national, and regional levels that include civilian and military agencies, are key factors for a society to effectively manage and quickly recover from disasters. These governmental organizations have unique responsibilities and benefits regarding the social stability and security derived from establishing effective disaster response and public health systems. The ultimate goal of the MET is to improve host nations' abilities to manage the threats/crises themselves and respond in neighboring countries and work as coalition partners.

Course (MET)

Preparation, Response and Consequence Management in Disaster: Mental Health Aspects Management, D309018, 5 Days

Scope

This course is a collection of presentations and exercises designed to help a variety of professionals to understand how disaster affects individuals and populations. The material is designed to stimulate discussion of culturally unique traits of individual groups and how these impact the manner in which disaster is experienced. Based on this understanding, we discuss how preparation and response differ accordingly. Throughout the course, the concepts of resource management, civilian control of the military and Human Rights/Military justice are interwoven with most presentations.

Course (MET)

Leadership Course in HIV/AIDS Program Development, D309040, 5 Days

Scope

From the vantage point of program development in HIV/AIDS, tuberculosis and sexually transmitted diseases, the focus drills down to specific problems in the design and implementation of HIV prevention strategies, institution of anti-retroviral therapy programs, and HIV/AIDS healthcare delivery in resource-constrained environments. Other exercises allow the program participants to work together in small groups to integrate the course material and address specific objectives, such as HIV prevention program development, identifying target populations for best use of screening programs, and strategies for HIV prevention programs in military peacekeeper populations. These objective-based preceptor-led small group exercises work to bring together those involved in program development and execution to solve HIV/AIDS associated problems. The program uses a vertically integrated approach stretching from macro to micro, which allows policy makers and healthcare workers to both see the full-length spectrum of the problem from the granular approach of antiretroviral therapy and efficacy up through the public health objectives served in setting up HIV prevention and treatment programs. Ethical issues in the HIV epidemic are discussed, including protection of privacy, stigma and the silence surrounding the outbreak, and protection of individual rights in scientific research. The objective is to allow individuals to gain expertise both in their own specific areas of engagement and to better understand the context of national HIV response in which their effort plays a role.

Course (MET)

Health Systems Development, D309042, 5 Days

Scope

The purpose of the course is to assist members in the development of programs and skills in the area of Patient Administration and to assist future leaders in the continuous improvement of their Military Health System. The HSD course focuses on ways to improve patient access and benefits through education in: care eligibility, disabilities and suitability, health information management, organ and tissue donation, mortuary and decedent affairs, disaster preparedness, incident command and control and patient movement. Development of effective and efficient patient administration policies and procedures significantly contribute to the medical treatment facilities ability to provide the target population with quality healthcare. The HSD course provides participants with access to the best health systems and patient administration practices. As a result, the course promotes an increasingly secure, prosperous and democratic world for the

mutual benefit of all nations by fostering collaborative civil-military relations, effective use of limited healthcare resources, and respect for the dignity of human life.

Defense Institute of Security Assistance Management (DISAM)--WPT

General Information. The Defense Institute for Security Assistance Management (DISAM) is located at Wright-Patterson Air Force Base in Dayton, Ohio. DISAM serves as the centralized DoD school for the consolidated professional education of personnel involved in the management of Security Assistance or Security Cooperation programs. In performing its mission, DISAM conducts resident and non-resident formal courses of instruction to prepare both U.S. and foreign military and civilian personnel for their Security Assistance/Cooperation functions. In addition, DISAM also conducts seminars and special tutorials in response to specific needs of the DoD Components or specific direction from the Director, Defense Security Cooperation Agency. DISAM also develops, fields, supports and provides training on various Security Assistance automated systems.

Course

Security Assistance Management – Foreign Purchaser Resource Management Planning and Management Course (SAM-F), D178088, 2 Weeks

Scope

This course is designed for security assistance managers representing international purchaser and recipient countries, international organizations, and non-U.S. employees of U.S. security assistance organizations (SAOs) overseas. The course is tailored to present the significant aspects of purchaser/recipient countries' management of U.S. security assistance programs, including foreign military sales (FMS), foreign military financing (FMF), and international military education and training (IMET) programs. A variety of educational techniques are employed. To reinforce the lectures and reading material, practical exercises are woven into the curriculum. These practical exercises emphasize technical management of programs or overarching resource management goals depending upon the needs of the students. Students are also provided an introduction to the U.S. military and government in the context of the security assistance programs.

Course (MET)

Security Assistance Management – Foreign Purchaser Resource Management Planning and Management Mobile Education Team (MET), D305013, 1 or 2 Weeks

Scope

This course is designed for security assistance managers representing international purchaser and recipient countries, international organizations, and non-U.S. employees of U.S. security assistance organizations (SAOs) overseas. The course is tailored to present the significant aspects of purchaser/recipient countries' management of U.S. security assistance programs, including foreign military sales (FMS), foreign military financing (FMF), and international military education and training (IMET) programs. A variety of educational techniques are employed. To reinforce the lectures and reading material, practical exercises are woven into the curriculum. These practical exercises emphasize technical management of programs or overarching resource management goals depending upon the needs of the students. Students are also provided an introduction to the U.S. military and government in the context of the security assistance programs.

US Air Force Special Operations School (USAFSOS)--HUR

General Information. The USAF Special Operations School, located at Hurlburt Field FL, conducts resident and off-station courses emphasizing SOF missions and capabilities, regional orientation and cross-cultural communication, terrorism and force protection, and asymmetric warfare. Detailed information on all courses can be found at www.hurlburt.af.mil/USAFSOS.

Course

Civil-Military Strategy for Internal Development (CMSID), D173063 -- SOUTHCOM (Latin America & The Caribbean); D173066 -- Africa; D173070 -- Europe (Central Europe, Russia & Central Asia); D173074 -- Mid-East/Africa; D173075 -- Asia/Pacific, 2 Weeks

Scope

This course is offered for five geographical orientations: Latin America/Caribbean; Africa (with focus on Sub-Saharan Africa); and Central Europe/Asia (with focus on Central Europe, Russia and Central Asia). It is designed for each student to comprehend and appreciate the integration of national military capabilities into a unified host-government strategy for internal development. The course is intended for key foreign military and civilian government officials engaged in action programs supporting the government's overall internal defense and development strategy. The curriculum includes seminars on cultural issues, development strategy and programs, human rights, military applications, and U.S. support for development strategies. This course can also be taught in Spanish.

Inter-American Air Force Academy (IAAFA)--IAA

General Information. The mission of IAAFA, located at Lackland Air Force Base, Texas, is to train and educate Latin American forces in Spanish to support US national interests, promote inter-Americanism with the region, provide interaction with regional and world-wide counterparts, allow students to compare differences in military roles and US lifestyles, it also serves as a catalyst for potential interoperability

Course

Company Grade Officer Professional Development Course, D171032, 7 Weeks

Scope

This course prepares Latin American (LATAM) company grade officers to better understand their individual responsibilities within the dynamics of leadership, officer-ship, and force interoperability. Course will broaden appreciation of key concepts regarding defense resource management, civilian control of the military, military and civilian armed forces interoperability, military justice, and human rights and dignity. **Course is taught in Spanish.**

Course

Non-Commissioned Officers Professional Development Course Inter-American Air force Academy (Special/ENL), D171033, 7 Weeks

Scope

This course prepares Latin American (LATAM) Non-Commissioned Officers to better understand their responsibilities within the dynamics of leadership, follower-ship, and force interoperability. Course will introduce and expand key concepts regarding defense resource management, civilian control of the military, civilian and military armed forces interoperability, military justice, and human rights and dignity. **Course is taught in Spanish.**

Course

Rule of Law and Disciplined Military Operations Course, D176006, 1 Week

Scope

This course prepares Latin American (LATAM) students to better understand the basics of the international rules of law and their impact on human rights, including how these international standards fit into the planning of military operations. **Course is taught in Spanish.**

Air Force Institute of Technology (AFIT)--W-P

General Information. The Air Force Institute of Technology (AFIT) supports the Air Force and national defense through responsive degree-granting graduate and professional continuing education (PCE), research, and consulting services to Air Force and DoD agencies. Graduate level work offers carefully selected officers, Air Force civilians, and international officers the broad technology in understanding the role of technology in national defense and in analyzing and solving defense-related problems. PCE programs support Air Force and DoD needs for immediately applicable knowledge and help prevent scientific and technical obsolescence. Through integrated teaching and research, AFIT meets the challenges of advances in defense-related technologies. The effective relationships between the institute and other Air Force and DoD organizations create a unique environment in which education and research provide faculty and students a variety of programs in which to participate. The institute's flexibility enables it to respond quickly to changing Air Force requirements.

Course

Master of Science Degree (Cost Analysis), D178206, 78-104 Weeks (depending on student's academic and English language qualifications)

Scope

This graduate education program is designed to provide students with the knowledge and creative problem solving skills needed to effectively estimate program resources within the acquisition community. The curriculum integrates a strong foundation in quantitative concepts and techniques with specific DoD and USAF cost-related topics to prepare students to contribute effectively in a variety of complex and challenging roles within the military. The curriculum includes courses in statistics, quantitative decision-making, economics, cost management, finance, regression, time series forecasting, and simulation. Program graduates are well grounded in course work related to follow-on assignments within the financial management field of cost estimating at the base, MAJCOM, and higher levels.

Section II

Guidelines, Procedures, and Responsibilities for U.S. Air Force Sponsored METS

Defense Equal Opportunity Management Institute

I. -- Background

The Defense Equal Opportunity Management Institute conducts on-site METs in international countries as part of the Expanded IMET initiative. The Senior Leader Equal Opportunity Seminar is generally taught as a two-day seminar that can extend to three. The MET can be tailored to accommodate individual customer needs.

II. -- Programming

The Senior Leader Equal Opportunity Seminar MET is programmed as follows: SAO submits request to AFSAT in accordance with the Joint Security Assistance Training (JSAT) Regulation, AFR 50-29, Figure 13-1. SAO will be advised of price and availability as soon as possible.

III. -- Implementation

A. General Course Details –

1. Class size: A maximum of 50 personnel in a theater style arrangement or a maximum of 36 with 6 round tables of 6 personnel each. It is important that the optimal class size is 36 or less for intrapersonal development reasons. Also DEOMI expects student to get up and move around for certain exercises which is not conducive in a theater style arrangement.

2. Schedule: 8 hours of instruction per day generally three to a maximum of four classes per day.

3. Participants: Military and MOD civilian personnel selected by host country. Civilians must meet eligibility requirements identified by the SAMM.

4. Class Content: We can provide a total of eleven classes. The core and minimum requirements are for the first three classes listed. Socialization, Communicating Across Differences, ISMs, Institutional Discrimination, Dynamics of Power, Victim Focus vs. System Focus, Extremism, Sexual Harassment, Leveraging Diversity, Military Affirmative Action, and an Action Planning Class to develop strategies within units.

B. Classrooms and Equipment—

1. Lecture room: Equipment required is a video data projector for multi-media presentations, screen, VCR, extension cord, surge protector with six outlets, speakers and microphone system, six to seven chart packs on easels with associated markers, and voltage converters for the appropriate outlets.

2. Photocopying: An initial workbook will be mailed for duplication. This product is 40 pages long and must be able to be reproduced for each participant at each training site.

3. Administrative Support: Host country or MILGP will provide required administrative support. Details will be coordinated in advance with SAO and MET team chief.

C. Course Materials--

1. A workbook aforementioned in the photocopying section will be needed for each participant at each training site as well as 5 X 8 cards, and #2 pencils.

2. Team requires access to teaching site prior to start of course (one to two days).

D. Language--The MET will be conducted in English and though an 70 ECL is required if translators are not available, it is important that in human relations type training where feelings and personal expressions are presented that there be a thorough understanding of the intricacies of the English language.

E. Accommodations--The team will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This provides a neutral site for participants, which is not near their work location, easy access, and low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO are required to resolve specific logistic issues.

F. Transportation/travel--The team requires transportation to/from the teaching site. Team will travel on official passports and visas and may need assistance on arrival in clearing customs, etc.

G. Communications--timely communications between AFSAT and SAO are critical to success of the course. The following is applicable:

1. POC/Address: DEOMI-DX Corporate Initiatives 740 O'Malley Rd Patrick AFB FL 32925.

2. Telephone: (321) 494-2714/1608, Fax (321) 494-9924, DSN 854-2714/1608, Fax 854-9924.

IV.--Costing and Funding

Cost of the MET will vary depending on the location. DEOMI can do more than one seminar in country, however transportation to each site must be taken into consideration. There will also be no more than five total seminars done in one MET. All costs directly associated with the MET are reimbursable. AFSAT must be notified of the MET requirement as soon as possible to ensure adequate funding is available based upon the Air Force's portion of the country's total allocation. AFSAT will provide a cost estimate to the SAO after coordination with DEOMI. Once AFSAT receives confirmation from the SAO that the MET is accepted by the country, AFSAT will begin necessary action to implement.

A. Transportation/Per Diem/Rental Car--The MET requires three to four team members on each training site for a period of three to four days depending on the length of the seminar. The initial cost estimate will include round-trip airfare, per diem as authorized by the U.S. JTR, and transportation required while in country.

B. Translation--Translation costs vary depending on the local cost of translators and translation equipment rental.

C. Salary--There will be a mix of instructors (active duty/; civilian) from DEOMI. If civilian instructors are requested, the civilian salary is included as part of the MET cost.

D. Course Materials--Any course material translation fees are at the expense of the customer.

V.--Responsibilities

The following is provided as a recap of responsibilities to ensure Senior Leader Equal Opportunity MET is successful:

A. SAO (communicate):

All countries

1. Request programming.
2. Coordinate with country to provide qualified team members to attend the MET Host Nation.
3. Assure classrooms and equipment required is available.
4. Assist DEOMI team with country clearance, lodging, and transportation.

B. DEOMI (communicate)

1. Keep AFSAT informed when communicating directly with SAO
2. Provide AFSAT with proposed dates, names of team members and special requirements (training aids), etc.
3. Request country/area clearances (coordinated with AFSAT/TOT).
4. Upon completion of MET, submit after action report advising SAO, AFSAT, and appropriate SAF office and DASD (EO)

VI.--Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Leadership Program in Disaster, Public Health, and Public Health System Management

I. -- Background

The United States Air Force (USAF) conducts on-site METs in international countries as part of the Expanded IMET initiative. The Leadership Program in Regional Disaster Response and Trauma System Management MET is seven days long. The MET can be tailored to accommodate individual customer needs.

II. -- Programming

The Disaster Preparedness/Relief MET is programmed using one of the following methods:

A. During the annual SATPMR, a representative from AFSAT will be available to provide information with regard to the objectives of the Disaster Response and Trauma System Management MET. The SAO, in coordination with the Unified Command and DSCA, requests AFSAT add this training to the host country's program. AFSAT will program the MET in the STL/ISTL by assigning a WCN (normally 0300 series). SAO must submit requirements listed in the Joint Security Assistance Training (JSAT) Regulation, AFR 50-29, Figure 13-1, before price and availability is provided.

B. SAO submits out-of-cycle request to AFSAT in accordance with the Joint Security Assistance Training (JSAT) Regulation, AFR 50-29, Figure 13-1. Upon receipt, AFSAT will coordinate with Wilford Hall Medical Center (WHMC) to confirm availability. SAO will be advised of price and availability as soon as possible.

III. -- Implementation

A. General Course Details --

1. *Class size:* maximum of 30, recommended to have teams of 3 medical personnel (surgeon, physician and nurse). Maximum MET would be 10 teams.
2. *Schedule:* 8.5 hours of instruction per day including a field exercise on the last day of the MET (day seven).
3. *Participants:* Military and MOD civilian medical personnel selected by host country. Civilians must meet eligibility requirements identified by the SAMM. This is a train-the-trainer course, so it is recommended that personnel be in positions to effect proper resource management and provide training to others.

B. Classrooms and Equipment --

1. *Lecture room:* Must contain sets and tables for each class member, faculty and visitors. Equipment required is an overhead projector, screen, 35 mm projector and appropriate outlets.
2. An animal lab is desired for surgical procedures.
3. *Photocopying:* Limited photocopying will be required.

4. *Administrative Support*: Host country or MILGP will provide required administrative support. Details will be coordinated in advance with SAO and MET team chief.

C. Course Materials –

1. Wilford Hall will take training and course materials to country as part of excess baggage. Team members will distribute training materials on the first day of class.

2. Team requires access to teaching site prior to start of course (one to two days).

D. Language -- The MET will be conducted in English and an 80 ECL is required if translators are not available.

E. Accommodations -- faculty will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This provides a neutral site for participants, easy access, and low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO are required to resolve specific logistic issues.

F. Transportation/travel -- team requires transportation to/from the teaching site daily as well as visiting students for regional METs. Team will travel on official passports and may need assistance on arrival in clearing customs, etc.

G. Communications -- timely communications between AFSAT and SAO are critical to success of the course. The following is applicable:

1. *POC/Address*: AFSAT/TOC, 315 J Street West, Randolph AFB TX 78150-4354

2. *Telephone*: (210) 652-4572, Fax (210) 652-4573, DSN 487-4572, Fax 487-4573

IV. -- Costing and Funding

Cost consideration in a Medical MET:

Cost of the MET will vary depending on the location. All costs directly associated with the MET are reimbursable. AFSAT must be notified of the MET requirement as soon as possible to ensure adequate funding is available based upon the Air Force's portion of the country's total allocation. AFSAT will provide a cost estimate to the SAO after coordination with WHMC. Once AFSAT receives confirmation from the SAO that the MET is accepted by the country, AFSAT will begin necessary action to implement.

A. Transportation/Per Diem/Rental Car -- The MET requires ten team members on site for a period of seven days. The initial cost estimate will include round-trip airfare, per diem as authorized by the U.S. JTR, and transportation required while in country.

B. Translation -- Translation costs vary depending on the local cost of translators and translation equipment rental.

C. Salary -- There will be a mix of instructors (active duty/reserve/national guard) from the Air Force medical community. If civilian instructors (i.e. from FEMA, etc.) are requested, the civilian salary is included as part of the MET cost.

D. Course Materials -- Any course material translation fees are at the expense of the customer.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure the Leadership Program in Regional Disaster Response and Trauma System Management MET is successful:

A. SAO (communicate): All countries:

1. Request programming

2. Coordinate with country to provide qualified team members to attend the MET

Host Nation:

3. Assure classrooms and equipment required is available.

4. Assist WHMC team with country clearance, lodging, and transportation

B. WHMC (communicate)

1. Keep AFSAT informed when communicating directly with SAO

2. Provide AFSAT with proposed dates, names of team members and special requirements (training aids), etc.

3. Request country/area clearances (coordinated with AFSAT/TOT)

4. Upon completion of MET, submit after action report advising SAO, AFSAT, and appropriate SAF office, i.e., SAF/IAP, IAE, IAL, etc.

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Chapter 3--U.S. Marine Corps

Section I Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course:

Course = Resident course

Course (MET) = Mobile education team

U.S. Marine Corps Law of War Program--MBL

General Information. The Marine Corps Law of War program provides law of war training to the commanders and staffs of operational forces throughout the Marine Corps. This course is comprised of three days of classroom instruction supplemented by appropriate seminars which analyze and discuss practical application of the rights and responsibilities of commanders under the law of war, addressing such topics as the Geneva Convention of 1949 (Wounded and Sick, Handling of Prisoners of War and Civilians), functions of non-governmental organizations, war crimes and command responsibility, means and methods of warfare, weapons, targeting considerations, rules of engagement, and application of the law of war in low-intensity. The seminars specifically address such issues likely to be encountered on the modern battlefield or in a low-intensity conflict environment.

Course

Marine Corps Law of War Course, P176010, MCB Camp Lejeune NC and P176012, MCB Camp Pendleton CA, 3 days

Scope

This course is taught as requested various times throughout the year. It is designed for Commanders, staff officers, and senior staff non-commissioned officers (E-7 - E-9) to ensure understanding of the requirements governing members of the armed forces in combat. It is of particular importance to those personnel involved in the planning and execution of missions throughout the spectrum of conflict including operations other than war.

Chapter 4--U.S. Coast Guard

Section I Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course:

Course = Resident course

Course (MET) = Mobile education team

US Coast Guard Training Center Yorktown--CGR

General Information. The U.S. Coast Guard Training Center in Yorktown, VA is located at the eastern tip of Virginia's historic triangle of the colonial communities of Jamestown, Yorktown and Williamsburg. Yorktown is about 150 miles south of Washington, DC, and 50 miles north of Norfolk, VA. Training Center Yorktown offers a variety of training from basic entry-level to advanced and professional training in the Coast Guard core competencies of maritime law enforcement, marine environmental protection, marine safety, national security and operational/maintenance skills.

Course

International Maritime Officer Course (IMOC), P171575, 10 Weeks

Scope

This program is designed for international, mid-grade, officer-level students (military and civilian) with maritime experience. The program provides professional military education for international students by providing an in-depth overview of the U.S. Coast Guard organization and the planning and management of its missions, while providing American cultural experiences in an environment that fosters the development of long lasting bonds of friendship. The program addresses the value of honor and integrity; effective leadership and management skills; and the rules, customs, and traditions that govern an officer corps. An overview of search and rescue concepts is provided. During the maritime law enforcement phase of training, students discuss international law, boarding procedures, hidden compartments, high-risk search tactics, drug identification and testing, prisoner processing, appropriate use of force, and the rule of law. The maritime law enforcement phase concludes with an operational planning exercise. Marine safety topics include marine environmental response, safety and occupational health, pollution response techniques, contingency planning, marine licensing, and commercial vessel inspection. Leadership and management training consists of a senior managers seminar focusing on the habits of highly effective leaders in both the military and private enterprise. The USCG officer on the Defense Institute for International Legal Studies (DIILS) staff presents a one-week block of instruction dealing with rule of law and military operations. Each student is required to make an oral presentation during the first week of class explaining the highlights and customs of his/her home country. Solid navigational skills are essential for practical exercises and group discussions. This course is NOT appropriate for noncommissioned officer personnel.

Course

Boarding Officer Course, P173101, 5 Weeks

Scope

This course is designed for the lead officer in a maritime law enforcement boarding team. The course is designed to provide a basic foundation in applicable legal concepts; practical experience in fundamental and advanced boarding procedures and techniques stressing teamwork and officer safety; and practical exercises involving administrative inspections, search,

seizure, arrest, use of force, crime scene processing, case file preparation and courtroom procedures, communication, and intoxication identification. Students are assigned to 2 and 4-person teams. Teamwork is strongly emphasized throughout the course to foster the team approach to problem solving. Students must satisfactorily complete the physical fitness test that is described on page III-71 of the U.S. Coast Guard International Training Handbook. Students will be tested on the first day of the course, with one physical fitness retest (if necessary) within the first week. Students failing retest or not meeting the weapons qualification requirement will be disenrolled from the course. Students should be prepared for and expect a physically demanding course and should be in good physical condition.

US Coast Guard Training Center Petaluma--CGP

General Information. The U.S. Coast Guard Training Center is located 12 miles west of Petaluma, CA, which is 50 miles north of San Francisco. Training Center Petaluma offers a variety of training from basic entry-level to advanced and leadership training in the Coast Guard core competencies of maritime law enforcement and operational /maintenance skills.

Course

Boarding Team Member, P124401, 2 Weeks

Scope

This course is designed to prepare students for their role as maritime law enforcement boarding team members. The major subject areas are: defensive tactics techniques, use of force, administrative inspections, authority and jurisdiction, identification of possible violations of U.S. law, personal searches, initial safety inspections, and boarding procedures. Students must satisfactorily complete the physical fitness test described on page III-47 of the U.S. Coast Guard International Training Handbook. Students will be tested on the first day of the course, with one physical fitness retest (if necessary) within the first week. Students should be prepared for and expect a physically demanding course and should be in good physical condition.

US Coast Guard Operational Units

General Information. All Coast Guard maritime law enforcement (MLE) courses are approved under E-IMET. The MLE On-the-Job Training (OJT) provided at operational units throughout the Coast Guard reinforces and provides practical application of the theory, procedures and techniques taught in the classroom environment. A listing of those MASLs and locations follows:

Course(s)

Maritime Law Enforcement, Enlisted, Duration varies, normally 2 Weeks

- P179LEL Atlantic Area
- P179LE0 Northeast
- P179LE7 Southeast
- P179LE8 Gulf Coast
- P179LEP Pacific Area
- P179LE3 Northwest

Maritime Law Enforcement, Officer, Duration varies, normally 2 Weeks

- P179LO0 Northeast
- P179LO7 Southeast
- P179LO8 Gulf Coast
- P179LO3 Northwest
- P179LOL Atlantic Area

Scope

This program is conducted at operational units enabling participants to observe Coast Guard standard maritime law enforcement operations at the shipboard level, including counter-narcotics, fisheries law enforcement, weapons of mass destruction, or migrant interdiction. OJT is intended

to supplement classroom training and to provide practical application of skills acquired. The actual training conducted is dependent upon the operational commitments and operational tempo of the providing unit. The training will not qualify a student in a particular rating, but does offer exposure to daily work situations and familiarization with Coast Guard capabilities. Providing information on the student's specific area of interest and next assignment will aid in the selection of the most appropriate unit for the desired training. Submission of detailed training objectives, using the form provided on page V-17 of the U.S. Coast Guard International Training Handbook, is required before a quota will be confirmed.

US Coast Guard (Various Locations)

Course

International Senior Officer Staff Course, P170010, 3 Weeks

Scope

The program provides professional military education to international students by presenting in-depth analysis of cutting edge, U.S. Coast Guard initiatives and issues facing the service while providing American cultural experiences in an environment that fosters the development of long-lasting bonds of friendship. The program addresses advanced level discussions of Rule of Law situations that are both U.S. and international in origin, explores a wide range of specific improvement initiatives the USCG has undertaken in recent years, communicates lessons learned from implementing new programs and responding to the changing mission environment. Using the USCG's Maritime Strategy for Homeland Security as a working case study, fully explore and assess the service's transformation efforts to meet new Maritime Security requirements. Emphasis is placed on enhancing their understanding as senior leaders on how to think strategically and approach problems to meet the demands of tomorrow's maritime environment. The final days of the program will include attending the CG Innovation conference to see first hand the many technology and process initiatives being pursued at USCG units around the service, meet the innovators to ask questions, and finally to hear from senior leaders who are working to implement change.

U.S. Coast Guard Mobile Education Teams (METs)

General Information. U.S. Coast Guard Mobile Education METs are one of the Coast Guard's most versatile international training tools. Several of the MET courses have been developed based on standard training requirements. These standard courses usually require only minor adjustments to meet host country needs, though more extensive tailoring is always possible. Coast Guard teams are deployed primarily from the Coast Guard International Training Division (ITD), which is part of the Training Center in Yorktown, Virginia. However, when necessary, the ITD will augment by other experts.

Coast Guard MLE METs are also conducted using the Caribbean Support Tender (CST) as the training platform in the host country. The Caribbean Support Tender (CST) is a Coast Guard 180' ex-buoy tender with 120,000 pounds of cargo carrying capacity, berthing for 58 personnel, and with onboard training and shop/repair capabilities. The concept for the CST was developed in response to the President's commitments in Bridgetown in 1997, and subsequently commissioned in September 1999. The CST has a multi-national crew with Coast Guard and Caribbean partners. The Commanding Officer, the Executive Officer and the Engineer Officer are Coast Guard. The remaining crew includes a mix of experienced trainers, maintenance experts, and bilingual members, with broad, multi-mission talents including maritime law enforcement (MLE), search and rescue (SAR), marine safety, environmental protection, and disaster relief. Aptly described by her motto, "Many Faces, One Ship, United by the Sea", the CST offers the opportunity for diverse, international and joint/interagency billets as part of the crew, creates a sense of ownership, fosters teamwork and encourages information-sharing by using common missions at sea to link countries

Course (MET)

Boarding Officer Course, (Counter-Narcotics), Maritime Law Enforcement (CG 1), P319100/P309091 (CST), 1 Week

Scope

This course consists of classroom instruction with practical training and exercises. The course is tailored to the country's specific needs and previous training experience. Classroom subjects include international law, boarding preparation and procedures, use of force, detection of hidden compartments, narcotics identification, and officer interpersonal communication. Practical training includes high-risk search techniques, arrest procedures, and drug identification lab. Practical exercises are designed to reinforce classroom instruction by giving each student an opportunity to apply classroom theory in simulated boarding situations.

Course (MET)

Advanced Boarding Officer Course (Counter-Narcotics), Maritime Law Enforcement (CG-17), P319143/P309096 (CST), 2 Weeks

Scope

This course is usually conducted after the Boarding Officer (Counter-narcotics) MLE MET (P319100). This MET includes extensive instruction and practical exercises in defensive tactics, arrest procedures, additional boarding exercises, additional hidden compartment and smuggling detection exercises, crime scene management, use of deadly force judgmental exercises, and hazardous situations awareness training. The course is designed to provide host nations boarding team members with classroom instruction and numerous practical exercises in order to confidently conduct normal to high risk law enforcement boardings.

Course (MET)

CG-Maritime Operations Planning and Management, Counter-Narcotics Maritime Law Enforcement (CG2), P319101, 4 Days

Scope

This course is designed for officers and/or senior enlisted with the responsibility for planning and implementing multi-unit law enforcement interdiction operations, i.e., vessel commanding officers and operations center personnel. The course curriculum includes operations center organization, patrol planning, and development of an interdiction plan, and stress and crisis management. The course is approximately 70% practical exercise including the development of an operations plan and the implementation of that plan during two intense tabletop exercises.

Course (MET)

Instructor Course (Counter-Narcotics) Maritime Law Enforcement (CG 3), P319102, 1 Week

Scope

This five-day course is designed to instruct students on how to effectively train others in maritime law as boarding officers or boarding team members. Students in this course are taught techniques in student management, presentation skills, developing visual aids, developing boarding scenarios, and theories of feedback and adult learning. The course is fast-paced and is instructed in a workshop format. Each student will be required to present two blocks of instruction.

Course (MET)

Fisheries Maritime Law Enforcement Boarding Officer (CG 6), P319103/P309092, 1 Week

Scope

This five-day course is designed to instruct students on proper techniques for effectively enforcing fisheries laws. The course is tailored to specific needs and previous training experience. Classroom subjects include officer interpersonal communication, international law, boarding preparation and boarding procedures, use of force, fishing vessel identification, and inspection of fishing equipment. Practical training includes arrest procedures and boarding exercises. Practical exercises are designed to reinforce classroom instruction by giving each student an opportunity to apply classroom theory in simulated fisheries boarding situations. To specifically tailor the training to the host nation's needs, a description of the various fishing operations in their

Exclusive Economic Zone must be provided one month prior to the training.

Course (MET)

Joint Counter-Narcotics Maritime Law Enforcement Boarding Officer (CG 5), P319130/P309094, 1 Week

Scope

This five-day course is identical to the Boarding Officer, Maritime Law Enforcement (P319100) but is taught jointly by two Coast Guard instructors and two or more host nation instructors. This course is designed to increase the instructional proficiency of the host nation instructors and provide an increased number of trained boarding officers for the host nation. The host nation instructors' time must be dedicated for the entire week.

Course (MET)

Curriculum Infusion Program (Counter-Narcotics) Maritime Law Enforcement Boarding Officer (CG 13), P319135, Varies

Scope

This course is designed for those nations setting up their own Maritime Law Enforcement Boarding Officer School at an established training center or academy. Two instructors conduct an intensive curriculum review and assist the trainers in the establishment of a syllabus, honing instructional skills, setting and scheduling the course. Instructors will provide the latest information on MLE, training aids, and instructional expertise working with the dedicated trainers to improve the established program.

Course (MET)

Maritime Commerce Control, Infrastructure Development (CG 20), P319136, 6 Months to 2 Years

Scope

This program assists nations in developing Maritime Commerce Control programs through the integration of the Waterways Management Strategy (WMS) concept. This program is long-term in nature, with Coast Guard advisors/trainers providing an in-country continuous training presence until the organization is established and self-sufficient. The instructors provide the full spectrum of courses to develop the infrastructure necessary to enforce the maritime laws and regulations desired by the host nation. The development process begins by first assessing the state of the host nation's maritime program, resources and the organization designated as the lead for this responsibility. After the assessment phase is complete, a joint training plan will be developed to meet the host nation's program goals. Ultimately, in-country teams assist the host organization in carrying out the developed training plan to the point of established self-sufficiency. This program can be accomplished in a variety of environments; advisors are experienced in riverine and coastal missions.

Course (MET)

Maritime Law Enforcement (MLE) Pre-Training Survey, P319111, 1 Week (max)

Scope

The MLE training survey determines the respective country's needs/requirements for the MLE MET/MTTs that will follow in the Maritime Law Enforcement mission area.

Section II

Guidelines, Procedures, and Responsibilities For US Coast Guard METs

Maritime Law Enforcement Mobile Education Team

I. -- Background

The U.S. Coast Guard (USCG) conducts on-site METs in countries outside the United States funded through IMET, FMS, International Narcotics and Law Enforcement Affairs and various other reimbursable programs.

II. -- Programming

USCG METs are programmed by one of the following methods:

A. During the annual SATPMR, a representative from Commandant, U.S. Coast Guard (G-CI) [International Affairs] will be available to provide information with regard to the objectives, course requirements and content of all USCG METs. The SAO, in coordination with the Unified Command and DSCA, requests that the Commandant (G-CI) add this training to the host country's Department of Navy program. G-CI then programs the MET in the STL/ISTL by assigning a WCN. If a USCG MET is requested during the SATPMR and it does not appear on the STL/ISTL with the July report, the SAO should notify the Commandant (G-CI).

B. The SAO submits an official request to Commandant (G-CI), info Unified Command and DSCA. Once it is determined by all concerned that the MET is feasible, Commandant (G-CI) will program it into the STL/ISTL.

III. -- Implementation

Upon completion the last SATPMR (May time-frame), the Coast Guard (International Training Division (ITD) in Yorktown, VA in coordination with Commandant (G-CI) sends a message to requesting countries proposing dates for the METs. Responses must be returned by the deadline in order to confirm training and secure dates. The Coast Guard then begins the coordination process to include a survey, if necessary. The following list of logistical requirements is forwarded to the SAO or Embassy POC for consideration:

A. *General Course Details* -- Vary by course, consult the U.S. Coast Guard International Training Handbook for details. The ITD provides the bulk of Coast Guard METs. Once a MET is confirmed, the team leader will make contact with the SAO or Embassy POC to begin planning the details for the mission. The team leader will request initial information to support the mission, usually by fax or message. The SAO or Embassy POC should respond to this request in MET Call-Up format (per the JSAT) so as to provide the team with as much information as possible.

B. *Classrooms and Equipment* --

1. *Lecture room*: must contain seats and tables for each class member, faculty and visitors. Must contain overhead projector, screen, and at least three power outlets. Must have chalkboard/wetboard available for use simultaneously with screen.

2. Audio Visual aids and computer support may be required for some METs.

3. *Photocopying*: The team may need limited photocopying capability during a course.

4. *Several MET courses require a boat to conduct practice boardings*. Others may require access to commercial ships, cargo piers or freight containers for practical exercises. This will be indicated in the catalog and also correspondence during planning.

5. *Any other requirements* will be identified and coordinated on a case-by-case basis.

C. *Course Materials* --

1. The Coast Guard will carry books and other course materials with them to the course site. Materials may be distributed by the team on the first day of class or as needed.

2. Team requires access to the teaching site on 2-3 days (usually the weekend) prior to start of course in order to set up.

D. *Language* -- The course may be taught in English or Spanish. For other languages, the Coast Guard requires simultaneous interpretation in lecture (two interpreters) and also in practical exercises. The team will attempt to make critical course materials available in the host country

language. Materials will be provided to the SAO or Embassy POC for translation and photocopying as soon as possible after the MET is confirmed. An effort should be made to combine these translation services with the interpretation to more fully familiarize the interpreters with the course content. The team will require a meeting with interpreters/translators 2-3 days prior (usually on the weekend) prior to the start of course. The quality of the course presentation is directly tied to the quality of interpreters/translators.

E. *Accommodations* -- Team will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This arrangement has worked well in the past (e.g., neutral site for participants, easy access, low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO and/or Embassy POC are required to resolve specific logistic issues.

F. *Transportation/travel* -- team requires transportation to/from teaching site daily. Some METs require a small truck or van to move equipment. This can normally be accomplished through rental vehicles if the SAO or Embassy POC cannot provide. If a rental car is recommended, please advise. The teams require assistance on arrival and departure in passing through customs/immigration. Team will travel on official passports whenever possible.

G. *Communications* -- timely communications between the Coast Guard and SAO or Embassy POC are critical to success of course (use fax, telephone, letter, IDSS and message). Following is applicable:

1. Coast Guard Headquarters (G-CI) POC: LCDR Jeff Dixon
2. *Address:* COMMANDANT (G-CI); U.S. Coast Guard Headquarters; 2100 Second St. S.W.; Washington, DC 20593-0001
3. *Telephone:* (202) 267-2555/2280, Fax (202) 267-4588 (NO DSN Phone)
4. *Internet:* Jdixon@comdt.uscg.mil

IV. -- Costing and Funding

Pricing is in accordance with existing Security Assistance and other pertinent regulations. All costs directly associated to the MET are reimbursable. Coast Guard/NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Department of the Navy portion of the country's total IMET allocation. A cost estimate is provided to the SAO upon programming of the Coast Guard MET for planning purposes only. This estimate will be reflected in the STL/ISTL. Once the Coast Guard receives confirmation that the country accepts the MET, the Coast Guard will update the cost estimate. Generally, there are three areas of consideration in pricing a Coast Guard MET:

A. *Coast Guard Survey* (EIMET: MASL P319111) -- Cost Estimate (for planning purposes only):

1. Survey includes Coast Guard instructor and program staffer's round trip transportation from the U.S. to the host nation, per diem as authorized by the U.S. Joint Travel Regulation (JTR) and transportation required while in country. If the Coast Guard has an instructor in the general vicinity at another MET or conference, every attempt will be made to try to schedule the survey so that the host nation only pays part of the transportation costs.

B. *Coast Guard MET* (consult the U.S. Coast Guard International Training Handbook for MASL numbers) -- Cost Estimate (for planning purposes only):

1. The number of instructors and length of the courses vary by course (consult the U.S. Coast Guard International Training Handbook for information). The initial cost estimate will include round-trip airfare for the instructors, per diem as authorized by the U.S. JTR, and transportation required while in country. The Coast Guard tries to combine training missions with several countries into one trip to cut travel costs and time. This is not always possible however.
2. Estimated \$375 per week is charged against the case to pay for training aids. Cost for training aids can be higher, depending on specific training requirements.
3. Course Material translation/photocopying fees: the Coast Guard has accumulated a small library of already translated course materials. If, however, they need to translate course material for the requesting country, this cost will be charged to the mission. Please note the recommendation above to combine translation and interpretation into one contract if possible. The Coast Guard strongly desires a package including course material translation and interpretation services.

4. Course fee for indirect costs (approximately \$3000 per week)
- C. *Additional expenses incurred*, charged against the case:

1. Interpreting fees
2. Equipment/technical support
3. Conference facilities
4. Printing/photocopying
5. In country transportation (if applicable)
6. Quality of life items

The SAO or Embassy POC should be aware that historically the items identified in paragraph IV.C. above are their responsibility. Additionally, the SAO or Embassy POC is responsible for recommending an appropriate translator/interpreter.

It should be determined, as early as possible, prior to the MET date, who will be responsible for expenses incurred for the logistics support related items. The estimated cost should be submitted to Commandant (G-CI) for inclusion in the total cost of the MET.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure that the training program is successful:

- A. *SAO or Embassy POC* (Do Not hesitate to communicate -- fax, telephone, E-mail):
1. Request programming
 2. Secure funding
 3. Coordinate with country to provide objectives of the Coast Guard MET, and assist the Coast Guard team with identifying host country points of contact (senior leadership of the military, senior civilian officials)
 4. Assist the Coast Guard team with country clearance, lodging, and transportation (survey/MET)
 5. Provide the Coast Guard with a list of participants, their respective agencies and responsibilities (30 days in advance)
 6. Procure suitable training site
 7. Procure interpreters/translators
- B. *Coast Guard* (communicate):
1. Determine country eligibility
 2. Program MET in STL/ISTL
 3. Provide SAO or Embassy POC proposed dates (survey/MET)
 4. Provide SAO or Embassy POC with logistics requirements
 5. Provide fund cite(s) to SAO for in-country costs
 6. Develop Coast Guard MET related costs for inclusion in STL/ISTL
 7. Request country/area clearances (survey/MET)
 8. Upon completion of MET, submit after action report advising Unified Command, the SAO/Embassy POC and others as appropriate.
- C. *NETSAFA* (communicate):
1. Enter financial data provided by the Coast Guard in STL/ISTL
 2. Provide funding document (Work Request) to the Coast Guard

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Chapter 5--U.S. Navy

Section I Expanded IMET Training and Education

Note: This edition of the Expanded IMET Handbook provides all courses in Section I, including: resident courses, mobile education team training, and courses that qualify for Expanded IMET *only* if the student is a civilian. Courses are listed under the applicable institute that conducts the training. The following are used to identify each course:

Course = Resident course

Course (MET) = Mobile education team

Defense Resources Management Institute (DRMI)--PDR

General Information. DRMI's educational programs focus on analytical decision making rather than putting specific emphasis on training job-specific skills. DRMI's faculty stresses the concepts, techniques, and issues faced by defense resources management decision makers in most mid-through executive-level positions. The multi-disciplinary courses encourages participants to:

- Develop an understanding of concepts, principles, methods and techniques drawn from:
 - **Economic reasoning** -- topics dealing with the basic tenet of scarcity of resources relative to competing needs and wants; and
 - **Management theory** -- examination of the current state of management thought and organized action;
 - **Quantitative reasoning** -- the basic language and analytic tools which are the foundation of modern decision theory.
- Integrate these ideas into a systematic process for resources allocation decision making and effective resource utilization, and apply these concepts to illustrative examples of:
 - Allocating scarce resources to competing needs;
 - Analyzing and evaluating management systems, programs and policies; and;
 - Maximizing benefits within existing resource constraints, or minimizing resource consumption to achieve a predetermined level of benefit.

Course

Defense Resources Management Course (DRMC), P162002, 4 Weeks

Scope

The DRMC course applies basic concepts, techniques, and analysis to enhance the understanding, competence, and capabilities of U.S. and foreign military and civilian personnel in the allocation and use of scarce resources. Within the specified eligibility, the course is suitable for professional managers working in any functional field concerned with resource allocation. This could include a broad spectrum of fields (including operations, logistics, manpower, procurement, financial management, and related fields), and a wide range of professionals (for example, program managers, planners, engineers, evaluators, and systems analysts). In addition to the general objectives for all DRMI programs, this course is designed to apply the basic concepts and techniques of allocation and use of scarce resources to illustrations of: analysis and evaluation of programs and policies; and evolution and design of U.S. defense management systems. The course emphasizes the decision maker's broad perspective, which requires appreciation of the capabilities and limitations of a wide range of analytic concepts and systems, and awareness of the critical interdependence between and among such tools and specific decision making environments.

Course

International Defense Management Course (IDMC), P162003, 11 Weeks

Scope

The IDMC course applies basic concepts, techniques, and analysis of comparative resources management to enhance the theoretical knowledge, competence, and capabilities of foreign military and civilian officials. This course is suitable for managers working in any functional field concerned with resource allocation. The major curricular concept of this course is comparative resources management, i.e., the examination of theories and practices of various nations, not only those of the U.S. The Institute stresses that each country is unique and must choose resource management systems that meet its specific needs. To enhance comparative aspects of the curriculum, DRMI encourages broad national representation with a diversity of both military services/agencies and civilian government officials. A typical IDMC class has participants from 35 to 45 countries representing all services and defense and other ministries. Throughout the course DRMI encourages participants to share information and perspectives related to defense management in their own environments. This enables a critical examination of the relationships among management concepts discussed in the course and their applicability to various conditions found in other countries.

Course

Senior International Defense Management Course (SIDMC), P162004, 4 Weeks

Scope

The SIDMC course applies basic concepts, techniques, and analysis of comparative resources management to enhance the theoretical knowledge, competence, and capabilities of foreign general/flag officers and equivalent civilian officials. The major curricular concept of this course is comparative resources management, i.e., the examination of theories and practices of various nations, not only those of the U.S. The Institute stresses that each country is unique and must choose resource management systems that meet its specific needs.

Course

Mobile International Defense Management Course (MIDMC), P319016 (P262000 -- Regional MET), 2 Weeks

Scope

Mobile education teams, from the Defense Resources Management Institute (DRMI) in Monterey, California, teach MIDMCs. Faculty focus on resources management and analytical decision making, and will tailor the curriculum to meet specific needs of the host nation. Material for MIDMCs generally comes from the three courses taught at DRMI. DRMI provides course materials in English, or if available and requested by the SAO, in the language of the host nation. The host country determines class size. This course is designed to provide education and instruction for those officials whose high-level duties preclude extensive English language training and travel to the United States to attend similar courses.

**Center for Civil-Military Relations--CMR
(CCMR-NAVPGSCOL)**

General Information. The Center for Civil-Military Relations (CCMR) conducts intensive, high-quality education and training in civil military relations for U.S. and international military officers and civilian officials, both in the host country and at the Naval Postgraduate School in Monterey, California. CCMR's courses are structured to meet the following objectives:

- To help program participants overcome the specific challenges they face in civil-military relations. In this regard, the program has a strong problem-solving focus. Readings, lectures, simulation exercises, case studies, and small group discussions are included to help program participants analyze and resolve the civil-military conflicts they confront, and provide tools to strengthen civilian control and deal with the underlying causes of civil-military discord.
- To respond to the particular requirements and circumstances of each participating

country, by tailoring course materials and discussions to address the specific concerns and needs of the country in question.

- To emphasize the mutual obligations of military officers and civilians for effective democratic civilian control.
- To clarify the specific roles of civilian officials and military officers within differing democratic systems of government.
- To bring together key military and civilian leaders, creating dialogue between the two communities and helping them meet the challenges that emerge with every democratic consolidation.

Although CCMR tailors each of its programs to the specific needs and interests of the participants, all of its courses share a common theme: the examination of the underlying sources of civil-military conflict confronted by all democracies and the exploration of alternative mechanisms to enhance civilian control of the military.

Course

Executive Program In Civil-Military Relations (CCMR-NAVPGSCOL), P170001, 2 Weeks

Scope

See General Information above. The EXECUTIVE PROGRAM IN CIVIL-MILITARY RELATIONS is a two-week program conducted every June at the Naval Postgraduate School in Monterey, California. The program has been restructured to emphasize the impact of change on modern defense establishments. Four main themes will be covered: The Changing International Environment After the Cold War; Managing Complex Contingency Operations; The Armed Forces and Society; and Integrated Civil-Military Defense Decision Making. The course is designed for senior (O-7 and above) military officers and their civilian counterparts from legislatures, government ministries, and non-governmental organizations. Participants will have the opportunity to meet and work with leaders from around the world on issues of defense decision making common to democratic nations. The curriculum has a strong problem-solving focus and draws examples from the experiences of many different countries. *Participants will be required to prepare and present briefings on civil-military relations and defense decision processes in their countries.* The Executive Program is presented in English (TOEFL score standard of 80 is waivable).

Course

Planning Peace Operations, CCMR NAVPGSCOL, P171401, 2 Weeks

Scope

The Planning Peace Operations course is a two-week program conducted at the Naval Postgraduate School. It is designed for international military and civilian officials responsible for strategic planning and organizing their country's participation in peace operations, as well as for those personnel responsible for developing and implementing operational concepts and plans. This course provides an understanding of the roles and functions of the United Nations in international political and security matters, particularly peacekeeping, as well as those operational staff and managerial skills needed for understanding the complexities of the establishment, conduct and termination of peace operations. It also deals with how peace operations forces are mobilized, organized, deployed, employed and sustained. The educational approach of this course combines informational content along with practical exercises in operational planning to provide participants with the skills and knowledge needed to effectively design and prepare their national forces for participation in peace operations. This course covers all the United Nations Department of Peacekeeping Operations recommended subject areas for strategic and operational level training. The course is taught in English.

Course

Defense Restructuring, CCMR NAVPGSCOL, P171402, 2 Weeks

Scope

The Center for Civil-Military Relations (CCMR), as a component institution of the 'School of International Graduate Studies' (SIGS), is the lead agent for a combined program in 'Defense Restructuring.' The program is a two-week seminar for mid-to-senior level civilian officials and

military officers faced with the numerous challenges associated with restructuring defense establishments. Participants are sought from around the world for a discussion-focused program, blending theory and practice in a workshop environment. The SIGS institutions that will assist CCMR in presenting the course will be The Defense Resources Management Institute (DRMI), The International Defense Acquisition Resources Management (IDARM) program, and The Defense Health Management Resources Management Institute (DHMI). This lineup of experienced EIMET providers forms a team with expertise in all areas of defense restructuring. For the official wishing to investigate the range of issues in making defense establishments more cost-effective and relevant, such a holistic approach can be extremely useful. For decision-makers or their advisors, this unique course provides the insight to develop comprehensive strategies for implementation by specialists in each sector of government.

Course

Intelligence and Democracy, CCMR NAVPGSCOL, P171404, 1 Week

Scope

The key objective of this course of instruction is to examine the methods civilian authorities in emerging democracies can use to establish strong, effective controls over their intelligence agencies. The course first examines the intelligence process in established democracies and the potential problems that intelligence activities can pose to democratic governance. Next, participants analyze the mechanisms used by long-established democracies to maintain control over their intelligence organizations. These instruments of control include use of the power of the purse, structural and organizational arrangements, legislative oversight, and public opinion. Employing practical exercises to reinforce learning objectives, participants examine efforts by an emerging democracy to establish democratic controls over its intelligence agencies and confront the challenges that face modern democracies dealing with contemporary problems such as terrorism.

Course

Multinational Logistics, CCMR NAVPGSCOL, P171405, 2 Weeks

Scope

The Multinational Logistics course provides an understanding of the roles and functions of the United Nations in international logistical matters, particularly focusing on modern peace operations, as well as those operational staff and managerial skills needed for understanding the complexities of planning logistical operations in support of a UN mission, establishing a mission, supporting national contingents participating in a UN mission and logistical planning necessary to close out (terminate) national contingent participation in peace operations. This course covers all of the United Nations Department of Peacekeeping Operations recommended subject areas for logistics training to include: UN logistic organization and functions, UN documents and guidelines, the Memorandum of Understanding, UN sources of support, Peacekeeping Operations (PKO) logistic lifecycle, the UN logistic base, Mission Start Up, Wet and Dry Lease concepts, Letters of Assist (LOA), national reimbursements, contingent owned equipment (COE), the UN medical system and Guidelines to Troop Contributing Countries for Military Units in UN Missions. This course is designed for international civilian officials and military officers in the ranks of captain to colonel responsible for logistics planning and/or organizing logistical support for their country's contingents participating in peace operations, personnel responsible for developing and implementing logistics concepts and plans, as well as for those personnel serving as instructors of logistics curriculum at national peacekeeping training centers or military education/training schools or formations.

Course (MET)

Preparing for Peacekeeping Deployments: Negotiation Effective Support Agreements with International Organizations, CCMR NAVPGSCOL, P309064, 1 Week

Scope

This course is designed specifically for those countries that either participate in peacekeeping operations or plan to do so. The key objectives of the course are to provide instruction and technical assistance in:

- instructing recipient countries in how to ascertain logistic support requirements for deployed peacekeeping operations
- ascertaining national responsibilities and liabilities,
- presenting external logistic support options to support the force
- instructing on how best to evaluate external support options to meet national requirements
- presenting effective negotiating techniques to be used by civilian and military officials when drafting legal agreements with international organizations.

The course objectives are achieved through the rigorous application of problem solving with particular emphasis on working with civilian and military officials in a collaborative group setting to develop relevant draft procedures/arrangements for implementation within the entire government establishment. In the development of draft procedures/ arrangements, CCMR stresses the importance of: (1) the need for their integration with existing processes and systems, and (2) the concurrent development of implementation techniques.

Course (MET)

Preparing for Peacekeeping Deployments: Reviewing Inter-ministerial Peacekeeping Roles and Missions, CCMR NAVPGSCOL, P309065, 1 Week

Scope

This course is designed specifically for those countries that either participate in peacekeeping operations or plan to do so. The key objectives of the course of instruction are to provide instruction and technical assistance in:

- reviewing existing roles and missions of all ministries specifically related to supporting peacekeeping operations and identify shortcomings and divergent institutional understandings
- examining existing planning and coordination procedures and arrangements between civilian and military institutions
- evaluating the effectiveness of these existing procedures and arrangements and make suggestions where they can be improved by using “best practices” and applicable case studies
- considering the adoption of generic peacekeeping tasks applicable to relevant directorates within all ministries

The course objectives are achieved through the rigorous application of problem solving with particular emphasis on working with civilian and military officials in a collaborative group setting to develop relevant draft procedures and arrangements for implementation within the entire government establishment. In the development of draft procedures and arrangements, CCMR stresses the importance of: (1) the need for their integration with existing processes and systems, and (2) the concurrent development of implementation techniques.

Course (MET)

Preparing for Peacekeeping Deployments: Reviewing Ministry of Defense and Defense HQ's Peacekeeping Roles and Missions, CCMR NAVPGSCOL, P309066, 1 Week

Scope

This course is designed specifically for those countries that either participate in peacekeeping operations or plan to do so. The key objectives of the course of instruction are to provide instruction and technical assistance in:

- reviewing existing Ministry of Defense and Defense HQ roles and missions specifically related to supporting peacekeeping operations and identify shortcomings and divergent institutional understandings
- examining existing planning and coordination procedures within these civil and military organizations and between them
- evaluating the effectiveness of these existing procedures and arrangements and make suggestions where they can be improved by using “best practices” and applicable case studies
- considering the adoption of generic peacekeeping tasks applicable to relevant directorates within the Ministry of Defense and Defense HQ.

Course (MET)

Preparing for Peacekeeping Deployments: Adopting Task Lists and Standing Operating Procedures, CCMR NAVPGSCOL, P309067, 1 Week

Scope

This course is designed specifically for those countries that either participate in peacekeeping operations or plan to do so. The key objectives of the course are to provide instruction and technical assistance in:

- reviewing existing unit procedures and operating arrangements
- developing appropriate training objectives for peace operations training
- introducing a generic tasks list of 202 tasks as recognized by the United Nations as constituting the most basic peacekeeping tactical tasks
- evaluating the applicability of generic battalion tactical standing operating procedures for adoption by the unit
- developing a generic mission-essential tasks list (METL) derived from national policy and objectives
- conducting a thorough review of the unit's table of organization and equipment (TOE) to ascertain what equipment is requirement in order to meet the generic METL.

The course objectives are achieved through the rigorous application of problem solving with particular emphasis on working with military officers in a group setting to develop draft procedures and arrangements for implementation within the recipient unit. In the development of draft procedures and arrangements, CCMR stresses the importance of: (1) the need for their integration with existing processes and systems, and (2) the concurrent development of implementation techniques.

Course (MET)

Civil-Military Relations MET, CCMR NAVPGSCOL, P309070, 1 Week (Variable)

Scope

The program is a five-day seminar on democratic defense decision making in a wide variety of areas. The underlying theme of the course is the need for military officers and civilian officials to develop habits of cooperation within an interagency decision making process. The importance of developing effective civilian control of military forces is emphasized in each iteration of this course. The course relies heavily on interaction among participants during classroom exercises. Because of this, Security Assistance Officers are asked to draw participation from the widest possible spectrum of military and civilian officials, from mid-career to senior positions. Each seminar is tailored to the stated needs of the host nation, and every curriculum is unique. Host nation officials and US Embassy country team members will be asked to help shape upcoming programs and to request new material for follow-on programs. Variations on the central theme under this MASL number can include (but are not limited to) National Security Strategy Development, Legislative Aspects of Defense Decision making, Civilian Control of Intelligence, The Public Image and Legitimacy of Armed Forces, Defense Education and Personnel Systems, Military Support to Civilian Authorities, Defense Downsizing, and Structuring Ministries of Defense. Follow-on seminar work, or workshops, can be scheduled for delivery in Monterey, California. CCMR's goal is to build the capacity of host nations to develop and sustain their own capability to present similar material in seminars and conferences independent of US assistance. For that reason, CCMR prefers follow-on programs be scheduled for two years (though this is not a firm requirement). Follow-on seminar work, or workshops, can be scheduled for delivery in Monterey under MASL P309098 (Continuing Education).

Course (MET)

Civilian control of the Armed Forces in a Democracy: Methods, Techniques and Application, CCMR NAVPGSCOL, P309152, 1 Week

Scope

This course is designed specifically for those countries that either have weak institutional controls over the armed forces and those that wish to improve existing structures and procedures. The intended audience is mid- to senior civilian defense and military officers in the ranks of major to Major General and their civilian equivalents from the Ministry of Defense, Chancelleries, and Parliament involved in the decision-making process to oversee the management and operation of the armed forces. CCMR's approach to teaching the Civilian control of the Armed Forces in a Democracy: Methods, techniques and application is to focus delivery wherever possible to the

specific conditions and requirements of the recipient country and its governing structures. In keeping with CCMR's approach to delivering instruction and technical assistance projects, priority is placed on the educational component of the assistance, reinforced by its practical application in the form of producing draft procedures and arrangements, which is provided to the recipient country's political and defense leadership for action and the ODC/SAO as a status report. At the end of this course, the recipient country's Ministry of Defense and Defense HQ will be better prepared to ensure requisite transparent oversight of the armed forces. Participants will understand the nuanced character of control techniques and procedures, thereby allowing them to implement acceptable principles and procedures within their own national governing structures. Moreover, participants will understand how to adapt these procedures and arrangements to meet changing operational requirements.

Course (MET)

Civil-Military Cooperation (CIMIC): CIMIC Support of Multinational and Interagency Relief and Reconstruction Operations, P309153, 1 Week

Scope

This course is designed specifically for countries that have, or are proposing to develop and furnish, dedicated CIMIC units, or individuals. The intended audience is mid to senior civilian defense and military officers in the ranks of captain to major general and civilian equivalents from the Ministry of Defense involved in the decision-making process to prepare forces / agencies to support multinational relief and reconstruction operations. CCMR's approach to teaching the course is to focus delivery to the specific conditions and requirements of the recipient country. In keeping with CCMR's approach to delivering instruction and technical assistance projects, priority is placed on combining education and practical application in the form of draft procedural and implementation guidelines and take-away references for further independent development, provided to the country's defense leadership for action and the ODC/SAO as a status report on the state of the recipient country capability. Course objectives are achieved through rigorous application of problem-solving with emphasis on working with military officers and civilians in a group setting. In the development of draft procedures and arrangements, CCMR stresses the importance of: the need for their integration with existing formal international processes and systems; and the concurrent development of implementation plans.

US Naval Post Graduate School--PGS

General Information. The Naval Postgraduate School (NAVPGSCOL) offers a wide range of programs specifically tailored to impart the scientific, engineering, operational and administrative knowledge needed by the Department of Defense. Officers from allied nations make up approximately 17 percent of the student body and attend along with U.S. officers and U.S. government civilians. The faculty, the majority of whom are civilians, are drawn from a broad diversity of educational institutions and represent a prestigious collection of scholars. Faculty/student interaction is high. Every class is taught directly by a faculty member--over 99% of whom have a Ph.D. The Naval Postgraduate School offers classes leading to advanced degrees in a variety of fields.

Course

International Security and Civil-Military Relations -- M.A. U.S. Naval Postgraduate School, P171403, 65 Weeks

Scope

This five quarter curriculum (15 months) leads to the M.A. degree in INTERNATIONAL SECURITY AND CIVIL-MILITARY RELATIONS at the Naval Postgraduate School and provides the student with a comprehensive understanding of the real problems surrounding civilian oversight of a professional military in a democracy. The program is designed for military officers (O-3 to O-5) and equivalent civilian officials. International students in this curriculum are fully integrated with U.S. students at the Naval Postgraduate School. As part of the degree, the students are required to complete a thesis that deals with a significant civil-military issue for their

country. The program is also designed to provide graduates with the tools they need to initiate and teach civil-military relations programs in their own countries.

Course

Systems Management – International 818 (MS), P176002, 78 Weeks

Scope

MS degree program. This program is designed to provide the officers with fundamental interdisciplinary techniques of quantitative problem-solving methods, behavioral and management science, economic analysis and financial management and to enable the officers to evaluate the written research, study and analysis product of others throughout their careers. The curriculum will further provide the officers with the specific functional skills required to effectively manage. The curriculum integrates mathematics, accounting, economics, behavioral science, management theory, operations/systems analysis and a subspecialty concentration area into an understanding of the process by which the defense mission is accomplished. Specialty concentration areas are selected by the student by their choice of course options. The 818 curriculum allows students to design a program of course work specific to management effectiveness in the host country's military system. The student may elect to specialize in the relevant portion of a functional area such as financial, logistics, human resources and organization, or manpower and personnel analysis. Or, the student may choose to follow a general management program which would include an overall balance of courses from many areas.

Course

International Security Building Post-Conflict Environment Curriculum 689B, P179028, 66 Weeks

Scope

This course is designed to equip military officers and civilians from post-conflict nations (and from nations and NGOs assisting them) with the specialized expertise, problem-solving skills, and the management tools, to build effective security institutions. The curriculum also will focus on mechanisms to keep these security institutions under democratic control, and to strengthen security in a way that helps support economic and political development. In addition, students will gain graduate-level expertise needed to deal with terrorist threats that threaten development efforts and to meet the political, organizational, and management challenges posed by broader peace support operations (PSO).

Course

Intl Security Studies: Defense Decision Making & Planning 689 C (MA), P179029, 78 Weeks

Scope

This curriculum prepares future strategists and planners by providing an understanding of the domestic and international variables involved in strategic planning, and the formulation of defense and security policy. It combines the three interrelated areas of general strategic studies, joint and combined planning, and international organization and negotiation to address the dynamic challenges of the future security environment. This inter-disciplinary curriculum emphasizes the strategic interests and objectives of the United States, its allies, and potential adversaries; the roles, structures, and effectiveness of international organizations and international law as they affect national security policy; the effects of arms control and threat proliferation; and the process of U.S., allied, and adversary strategic decision-making. U.S. students in this curriculum also have the opportunity to complete phase I JPME. The program will accomplish its purpose by providing the specialized expertise, problem-solving skills, and management tools required by civilians and military officers (U.S. and international) to address current and emergent strategic planning problems. The NSA department is a unique environment in which to pursue this course of studies since its student body is inherently joint and combined, providing students with both a stimulating intellectual environment and an opportunity to establish networks and life-long working relationships with fellow officers from other services and countries.

Course

National Security Affairs Curricula (MA) NAVPGSCOL, P179031, and 32, 33, 34 -- 78 Weeks

Scope

Provides students with a wide knowledge and thorough understanding of the complex inter-related environments pertaining to national security affairs, as well as addresses the interface between international politics, civil-military relations, and national security objectives. Places emphasis on the proper role of the military in a democratically elected government. Curricula focus is on the history, culture, and religion of a specific region or country and provides students with a knowledge of current issues, economic and political structures and institutions, military forces, including strategic capabilities and policy implications, and geopolitical influences. Students receive extensive exposure to human rights issues. Curricula under this program include the following area studies:

- (1) Middle East, Africa, South Asia (P179031),
- (2) Far East, Southeast Asia, Pacific (P179032),
- (3) Europe and FSU (P179033), and
- (4) Western Hemisphere (P179034).

Course

Financial Management Curriculum 837 (MA) NAVPGSCOL, P179127, 78 Weeks

Scope

The objective of the Financial Management Curriculum is to prepare officers for business and financial positions within the Navy. Financial Managers assist the services' decision-making processes at all levels by providing accurate, timely and relevant information. They are concerned with the optimal allocation of human, physical and financial resources to achieve the services' goals and objectives while assuring efficient and effective expenditure of public funds. Graduate courses cover topics such as financial reporting standards, cost standards, cost analysis, budgeting, internal control, auditing, management planning and control systems, quantitative techniques used in planning and control, and the Planning Program and Budgeting Systems used within the Department of Defense. Graduates of the Financial Management Curriculum will be prepared for assignment to positions in budgeting, accounting, business and financial management, and internal control and auditing.

Course

Information Systems Technology (Curriculum 370) (MS) (NAVPGSCOL), P179904, 104 Weeks

Scope

This curriculum provides officers with the knowledge of information systems technology to include computer and telecommunications systems, software engineering, networked and distributed applications, database management systems and decision support systems in the military services. Students will also gain proficiency in information systems, economics and management necessary for the critical management decisions needed in the development and utilization of complex and evolving computer-based military systems.

Information Technology Management is an interdisciplinary, graduate-level master's program integrating mathematics, accounting, economics, statistics, computer science, information systems, communications engineering, networks and management discipline.

Course

Resource Planning And Management For International Defense -- MS NAVPGSCOL, P179905, 78 Weeks

Scope

This is an interdisciplinary program which integrates mathematics, accounting, economics, behavioral science, organization and management theory, operations/systems analysis, managerial communications, and international law into an understanding of the process by which the defense mission is accomplished. The course of studies explores the interface among international politics, national security objectives, civil-military relations, resource planning and management, and synthesizes the political, technological, economic, cultural, social and ideological forces influencing international defense. Students receive extensive exposure to human rights issues. It provides techniques of quantitative problem-solving methods, behavioral and management science, economic analysis and financial management which will enable graduates to evaluate the written research, study and analysis products of others throughout their

careers. The course curriculum is conducted in two phases beginning with two quarters of management fundamentals and followed by four quarters of graduate level courses.

Course

Acquisition and Contract Management (Curriculum 815) (MS) NAVPGSCOL, P179908, 78 Weeks

Scope

This is an interdisciplinary program which integrates mathematics, accounting, economics, finance, behavioral science, management theory, operations/systems analysis and specific courses in acquisition and contracting. Student input includes officers and civilians from all DoD services, the Coast Guard and other nations. The curriculum is designed to provide officers and civilians with the skills to serve effectively in hardware systems buying offices, field contracting offices, contract administration offices and contracting policy offices.

Course

Systems Acquisition Management (Curriculum 816) (MS) NAVPGSCOL, P179909, 91 Weeks

Scope

This is an interdisciplinary program designed to integrate business principles, management theory, operations/systems analysis, and engineering applications. It is uniquely tailored to Defense acquisition management and intensive exposure to the fundamental principles of the acquisition environment. The courses in this curriculum present the structure of acquisition management, the decisions and problems facing the defense acquisition manager, the various forces at work within industry and Government, and the impact of acquisition policies and strategies. Student input includes officers and civilians from all DoD Services, the Coast Guard and other nations.

Course

Manpower Systems Analysis -- MS Curriculum 847, S-00-2001 NAVPGSCOL, P179105, 91 Weeks

Scope

Program is designed to fill the leadership roles in military manpower management. MPTA is an extremely analytical curriculum intended to develop skills necessary to perform and evaluate manpower analyses. As such, the curriculum emphasizes mathematical, statistical, and other quantitative methods. Areas covered include an understanding of MPT policy development, compensation systems, productivity analysis, enlistment supply and retention models, manpower requirements determination processes, career mix, enlistment incentives, reenlistment incentives, training effectiveness measures and hardware/manpower tradeoffs. Students gain familiarity with current models and methods of MPT analysis as well as military MPT organizations and issues.

International Defense Acquisition Resource Management (IDARM)--ATM

General Information. The International Defense Acquisition Resource Management (IDARM) program at the Naval Postgraduate School in Monterey, California, offers a wide range of defense acquisition resource management courses to our worldwide customers under the Expanded-IMET program. The IDARM program is intended to strengthen democratic relationships and international security cooperation through acquisition education, research and professional service. IDARM courses cover a wide range of topics in the acquisition and resource management field, including:

- Defense Program Management
- Defense Contracting / Procurement Management
- Defense Logistics Management

IDARM courses are developed and taught by NPS faculty, and supported by subject-matter experts with a broad range of professional expertise. IDARM courses are delivered via Mobile Education Teams (METs) as well as via resident courses conducted on campus at the Naval Postgraduate School in Monterey. IDARM MET courses are specifically tailored to the government organizational structures, national acquisition statutes and regulations, and defense

acquisition processes in place in each country we visit. All courses combine both classroom lectures and group exercises supplemented by case studies designed to highlight specific learning objectives.

Course

Principles of Defense Acquisition Management, P159200, 2 Weeks

Scope

This course introduces students to a broad range of topics and current issues in the area of defense acquisition and logistics. The course places particular emphasis on developing and institutionalizing defense acquisition and logistics systems that are transparent, efficient and effective. An examination of strategic decision making as well as the external and internal forces that shape and influence acquisition systems is an important component of the course. A comparative analysis of various defense acquisition systems is used as a lens through which to understand the strengths and weaknesses of different systems. The course method of delivery is lecture, class discussion, case studies and group exercises.

Course

Principles of Defense Procurement and Contracting, P159202, 2 Weeks

Scope

This course introduces students to a broad range of topics and current issues in the area of defense procurement and contracting. The course places particular emphasis on creating and sustaining democratic, transparent system. The course takes a strategic approach toward examining the creation of a procurement system that fosters competition and ensures that the needs of the warfighter are met. Special emphasis is placed on professionalization of a civilian acquisition workforce and development of a system wide reporting system that serves as a feedback loop for systemic improvement. Students examine a framework for efficient and effective defense procurement systems by exploring a three phased mode. A comparative analysis of various defense procurement systems is used as a lens through which to understand the strengths and weaknesses of different procurement systems. The course method of delivery is lecture, class discussion, case studies and group exercises.

Course (MET)

Principles of Defense Acquisition Management Mobile Education Team, P309131, 2 Weeks

Scope

This course introduces students to a broad range of topics and current issues in the area of defense acquisition and logistics. The course places particular emphasis on developing and institutionalizing defense acquisition and logistics systems that are transparent, efficient and effective. An examination of strategic decision making as well as the external and internal forces that shape and influence acquisition systems is an important component of the course. A comparative analysis of various defense acquisition systems is used as a lens through which to understand the strengths and weaknesses of different systems. The course method of delivery is lecture, class discussion, case studies and group exercises.

Defense Institute of International Legal Studies (DIILS)--PDI

General Information. The Defense Institute of International Legal Studies provides expertise in the Rule of Law, Military Justice Systems, and numerous related topics with emphasis on the conduct of Disciplined Military Operations through both resident courses and mobile education teams.

Mobile Education Teams.

DIILS works closely with the embassy team and the host country to develop appropriate seminars that are practical, timely, and effective. Seminar topics concern legal-related topics, but the majority of audiences are non-lawyers who need a better understanding of how to operate within the parameters of international law and regulations. Participants should include all appropriate

personnel – military and civilian – of appropriate rank for the seminar topic. There are an infinite range of possibilities once a relationship has been established with the host nation and specific needs identified. These include topics such as Peace Operations, Law of the Sea, Air Operations, Domestic Operations, Seminars for Instructors, Legal and Ethical Concerns in Public Agencies, and Quality Force Management.

Course (MET)

DIILS Assessment of Issues, P309050, 5 days

Scope

The Assessment of Issues is an initial determination of needs that a host nation has which DIILS can address. If there has been a significant gap since the last DIILS seminar, another Assessment of Issues may be in order before scheduling a follow-on seminar. This survey consists of a visit to the host nation, for approximately five days, by a team composed of two or three faculty members from the DIILS. The team explores issues and concerns facing the country in the administration and operation of its military forces. The DIILS team will visit members of the military, civilian government, and non-governmental organizations. The purposes are to learn about the country's institutions and experiences so that the introductory curriculum will be timely and relevant, and to acquaint all parties with the DIILS process and goals. The information gathered during this phase serves as a foundation for the development of all subsequent education programs that are offered by DIILS.

Course (MET)

DIILS Joint CONUS Planning, P176022, Variable Duration

Scope

Although most DIILS seminars are conducted in overseas locations, in special circumstances a seminar may be conducted in the United States. Seminars are customized based on prior Assessments, Curriculum Planning, and communication between DIILS and the SAO. Topics will vary depending on the unique needs of the host country. Examples of recent specialized programs include Domestic Operations, interoperability and Status of Forces Agreements, Advanced Law of the Sea, Peace Operations, Regulation Drafting, and Legal Aspects of Military – Media Relations. Audiences may be military, civilian, or a combination depending on topic and the specific country.

Course (MET)

DIILS Joint CONUS Planning, P176023, 5-10 days

Scope

The Joint CONUS planning phase is conducted in the United States. A delegation of four to eight members from the participating country will travel to the United States and visit military installations, both military and civilian legal institutions, and other appropriate government agencies. During the visit to the United States, the delegation will receive a variety of briefings on U.S. programs. The ultimate goal of this MET is to clearly define the curriculum for future seminars. A CONUS planning visit can be held in various appropriate locations throughout the United States.

Course (MET)

Legal Aspects of Counter Terrorism, P176028, 2 weeks

Scope

Legal Aspects of Counter Terrorism is a program that studies the myriad of legal issues that are raised by terrorism. Once regarded as purely domestic crimes, terrorist acts are now an international threat requiring an international response. Laws relating to combating terrorism are in urgent need of study, updating, and constant revision to meet the ever-changing threat of terrorism. Militaries are in the “front lines” of this struggle. Therefore the need to study legal issues that create the guidelines for operations is a must. Starting with the challenge of defining terrorism, this course covers all facets of the legal areas involved in combating terrorism. The course will utilize case studies and practical exercises to illustrate the various legal issues facing a military organization operating against terrorism.

Course

Individual Sent to Regional DIILS MET, P273010, Duration varies

Scope

SAOs may work cooperatively with neighboring or similar country programs to send individual participants to METs in another country. Regional participation in METs allows for several countries to take advantage of a MET on a topic of interest, expose participants to the DIILS program, and take part with their peers from other countries in a MET of mutual interest. This MASL is for use when individual students are sent to a DIILS program in another country. Specific description DIILS seminars are listed under MASL 309061.

Course (MET)

DIILS Seminars, P309061, Varying lengths, usually 5 days

Scope

Seminars are customized for each MET based on prior Assessments, Curriculum Planning, and communication between DIILS and the SAO. Topics will vary depending on the unique needs of the host country. Examples of recent specialized programs include Domestic Operations, Interoperability and Status of Forces Agreements, Advanced Law of the Sea, Peace Operations, Regulation Drafting, and Legal Aspects of Military – Media Relations. Audiences may be military, civilian, or a combination depending on topic and the specific country. DIILS strives to establish a continuing relationship with each participating country by developing follow-on programs that may repeat presentations of the initial seminar or are new programs that focus on any military-related legal subjects. DIILS Country Program Managers will develop future programs in coordination with the embassy team and the host country.

Course (MET)

DIILS Regional MET, P309062, Usually 5 days

Scope

Regional METS involve two or more nations participating in a DIILS program in a host country. Cost is apportioned among the participants. Seminar explanation for MASL 309061 applies to this MET as well. Individuals coming from other countries may be sent to the Regional MET utilizing MASL P273010.

Course (MET)

Model Maritime Service Code Assessment of Issues, P319132, 1 Week

Scope

The preliminary phase of the Model Maritime Service Code (MMSC) program consists of a visit to the participating country, for about five days, by a team composed (typically) of an experienced Coast Guard attorney and one or two mission area specialists. The MMSC team will make an assessment of the issues and challenges facing the nation as it employs, or undertakes to employ, forces to manage its maritime affairs. The goal is for the MMSC team to learn about existing domestic laws, institutions, legislative and regulatory processes, and major maritime activities within the nation so that subsequent assistance provided under the MMSC program is tailored to the nation's needs. To perform the assessment, MMSC team members will meet with a variety of government officials and with representatives of relevant, non-governmental organizations. Team members also will brief interested persons on the availability and potential uses of the USCG Model Maritime Service Code.

Course (MET)

Model Maritime Service Code CONUS Planning, P319133, 1 Week

Scope

Model Maritime Service Code (MMSC) Phase 2 is conducted in the United States, and does not directly involve a mobile education team. Instead a delegation of about five members from the participating country will travel to the United States to visit Coast Guard activities and maritime organizations. During a five-day period the delegation will receive a variety of briefings on how maritime affairs are managed within the United States. The delegation will also review and help

refine the plan for upcoming Phase 3 assistance that is being developed based on information gathered during Phase 1. The desired outcome of Phase 2 is that the delegation will leave the United States with a concrete plan for a maritime legislative/regulatory initiative. Phase 2 programs may be held in various locations throughout the United States. The specific location(s) is(are) determined primarily by the participating country's identified maritime needs.

Course (MET)

Seminar and/or In-country Coordination, P319140, 1 Week

Scope

Model Maritime Service Code (MMSC) Phase 3 is an executive seminar conducted in the host country by a military education team comprised (typically) of two or more experienced Coast Guard attorneys and one or more mission area specialists. The seminar will focus on specific legislative, regulatory, and institutional proposals for addressing the country's maritime needs, as identified in the previous two phases. [The Coast Guard expects that, during the interval between Phases 2 and 3, the host nation will have prepared such proposals and introduced them into the country's legislative or rule-making processes.] The seminar is designed for senior government officials from the legislative and executive institutions (military and civilian) who are responsible for developing and implementing the policy proposals under consideration. The MMSC team will facilitate analysis of the proposals, and share the experience of the USCG in matters similar to those that the country's own proposals seek to address. The desired outcome of the seminar is a refinement of the country's maritime policy initiative so that it is ready, in substance, for decision by the country's law-making institution(s).

Course (MET)

Model Maritime Service Code (MMSC), P319141, 1 Week

Scope

Description: After completion of Model Maritime Service Code (MMSC) Phase 3, a country may request further assistance from USCG military education teams in implementing or revising maritime legislation. Such assistance will be tailored to the country's needs as identified during the MMSC program, and as reflected in the country's new (or existing) maritime laws.

Resident course offered by DIILS

International resident courses formerly hosted by the Naval Justice School are now under the Defense Institute of International Legal Studies (DIILS). These course continue to be offered at the Naval Station, Newport RI.

Course

Peacekeeping for Decision Makers, MASL P176017, 2 weeks

Scope

The course is designed for selected high ranking civilian and military officials who need to know and understand the operational impact of the legal considerations that influence their country's involvement in international peace operations. This training is designed to enhance international professionalism and participation in international peace and humanitarian missions.

The Peacekeeping for Decision-Makers course covers the following general topic areas:

- International law,
- UN and regional organizations,
- Legal structure and current status of Peace Operations throughout the world,
- The operational demands facing those involved in Peace Operations and how they must conduct themselves within the rule of law,
- National Peace Operations policy and
- Peace Building strategies.

The course will include a two-day visit to UN headquarters in New York. Guest speakers include representatives from the UN, U.S. State Department, Office of Secretary of Defense for

Peacekeeping, and the Center for Civil Military Relations (CCMR). The curriculum will combine the most recent scholarly written and lecture material with learning techniques that will engage the participants in the educational process.

The key objectives of the course of instruction are to:

- National Increase international participation in Peace Operations.
- Enhance understanding of the concept of the Rule of Law and the operational impact it has on the conduct of Peace Operations.
- Facilitate international understanding of and coordination with the manner in which the UN conducts Peace Operations.
- Enhance understanding of U.S policy toward international Peace Operations.
- Improve cooperation and understanding between national international government organization (IGO) and non-governmental organization (NGO) participants in peace operations

Participation in the course is by invitation.

Course

Conducting Military and Peacekeeping Operations in Accordance with the Rule of Law, P176019, 6 Weeks

Scope

This program is a professional development course that looks at the various facets of conducting military and peacekeeping operations in accordance with the rule of law. The course curriculum focuses on coalition and peace operations, and also stresses the conduct of all military operations, including domestic operations such as disaster relief and riot control, within the rule of law. The course emphasizes current issues in conducting military operations, expert guest speakers, and visits to and presentations at the United Nations, the Pentagon, State Department and Capitol Hill. The course employs lecture, discussion groups, role playing, and simulation. A special 4-day "mini" course on negotiating and mediation skills is offered by visiting instructors from the U.S. Institute of Peace (USIP). The course also features an active IP Program that supports the curriculum and provides U.S. family sponsors for each student. Participants learn about the current coalition and peace operations issues, while interfacing with fellow professional officers and diplomats from around the world. The course is designed for non-lawyer senior civilians and military officers (grade O-5 and above or civilian equivalent). It has been particularly helpful for present and future peace operations contingent commanders, staff personnel charged with developing and monitoring peace operations policy, and commanders responsible for delivery of disaster assistance and humanitarian aid. Instructors or prospective instructors from national peacekeeping institutes, war colleges and other training centers attend the course for the latest subject matter information and for assistance in the preparation of teaching materials. Attorneys assigned to assist in any of these activities are also welcomed and have found the course helpful in their duties.

Course

Military Law Development Program (MLDP), P176026, 11 Weeks

Scope

This program is designed to assist international officers and civilian officials in the development and improvement of their own national military legal systems through a comparative study of U.S. military law. Participants attend lectures offered as part of the regular Naval Justice School Basic Lawyer and Legal Officer courses and selected lectures offered in the DIILS course on Conducting Military and Peacekeeping Operations in accordance with the Rule of Law. MLDP students will also participate in Information Program activities in Boston, New York, and Washington, D.C. The MLDP covers the following topics:

- Military Justice, procedures, rules of evidence and crimes;
- Military Administrative Law, Administrative Separations and Investigations;
- Legal Assistance and law office management;

- court-martial administration;
- Law of Armed Conflict, basic treaty law and U.S. training programs.
- Law of the Sea, basic divisions of oceans and air space, and Law of the Sea Convention rules regarding common use; and
- Maritime Law Enforcement, jurisdiction issues and procedures.

Qualified participants will be licensed attorneys or those with university level legal education. The course is ideal for military legal professionals currently or soon to be involved in training or policy formulation in one or more of the topic areas listed above.

Course

International Law of Military Operations, P176027, 2 Weeks

Scope

The International Law of Military Operations (I-LOMO) Course is designed for military officers and civilian officials engaged in military operations, operational planning or providing legal advice wishing to increase their knowledge of the international law governing military operations iaw the Rule of Law. The course will enhance the capability of these officials to participate in military planning and guide military commanders towards effective military operations that uphold international legal standards. Although I-LOMO is designed for military legal advisors principally, the course is open to and may be useful to military commanders and staff officers who wish to increase knowledge of legal issues involved in military operations or make more effective use of legal advisors. I-LOMO will cover the following topics related to legal aspects of military operations on land as well as those in the air or the sea:

- Legal restrictions on use of force
- Law of Armed Conflict
- Law of the sea and maritime operations
- Rules of engagement
- Status of forces agreements
- Role of legal advisor in planning military operations

Course

International Development Program – International Law of Military Operations, P176029, 11 Weeks

Scope

This program is designed to assist international officers and civilian officials in the development and improvement of their own national military legal systems through a comparative study of U.S. military law. This course differs from the nine week MLDP course (MASL P176026) in that MLDP-ILOMO also provides students with advanced studies in international and operational law through their participation in the two week DIILS Course: International Law of Military Operations (I-LOMO)(MASL P176027). Just as in MLDP (MASL P176026), MLDP-ILOMO (MASL P176029) participants will attend lectures offered as part of the regular Naval Justice School Basic Lawyer and Legal Officer courses as well as selected lectures offered to the Course on Conducting Military and Peacekeeping Operations in accordance with the Rule of Law (MASL P176019). MLDP-ILOMO students will also participate in Information Program activities in Boston, New York, and Washington, D.C. The MLDP-ILOMO covers the following topics: a) Military justice, procedures, rules of evidence and crimes; b) Military administrative law, administrative separations and investigations; c) Legal assistance and law office management; d) Court-martial administration. MLDP-OL advanced studies in international law and operational law offered as part of the DIILS I-LOMO course include the following topics: a) Law of armed conflict and rules of engagement, b) Law of the sea, basic divisions of oceans and air space, and law of the sea convention rules regarding common use; c) Maritime law enforcement, jurisdiction issues and procedures and d) current legal issues associated with military operations presented at an international conference sponsored by the Naval War College. Qualified participants will be licensed attorneys or those with university level legal education. The course is designed for military legal professionals currently or soon to be involved in training or policy

formulation in one or more of the topic areas listed above. Participants who focus primarily on military justice and do not have a strong interest in international and operational law may find that the 9 week (and lower cost) MLDP course (MASL P176026) is sufficient for their needs.

Course

Observership with DIILS, P183080, Duration varies

Scope

This observership provides International judges/lawyers a first hand experience in the American justice system. The American jury system is examined as an example of citizen participation and responsibility in a major component of modern democratic government. Participants work with an experienced Judge in his/her courtroom to gain an exposure to the U.S. civilian judicial process.

Section II

Guidelines, Procedures, and Responsibilities for U.S. Navy Sponsored METS

Defense Resources Management Institute Mobile Education Teams

I. -- Background

The Defense Resources Management Institute (DRMI) conducts on-site METs in host countries as part of DSCA's Expanded IMET initiative. The DRMI MET is two weeks in duration and will be preceded by a two-day survey by a DRMI faculty member.

II. -- Programming

DRMI-METS are programmed by one of the following methods:

A. During the annual SATPMR, a representative from DRMI will be available to provide information with regard to the objectives of a DRMI MET. The SAO, in coordination with the Unified Command and DSCA, requests that the appropriate country program manager from NETSAFA add this training to the host country's program. NETSAFA programs the MET in the STL/ISTL by assigning a WCN (normally 0500 series). If a DRMI MET is requested during the SATPMR and it does not appear on the STL/ISTL by the July report, the SAO should notify NETSAFA.

B. The SAO submits an official request to NETSAFA, info Unified Command, DSCA, Navy IPO and DRMI. Once it is determined by all concerned that the MET is feasible, NETSAFA will program it into the STL/ISTL.

C. State Department and DSCA may provide funds for a particular country based on political situations during the current fiscal year requiring Expanded IMET programming. NETSAFA or DRMI may then contact the SAO to discuss dates and availability of training.

III. -- Implementation

Upon completion of the last SATPMR (early June time frame), DRMI submits a consolidated list of proposed METS to DSCA for approval, with information copy to Navy IPO and NETSAFA. Once the list is approved by DSCA, DRMI sends a coordination message to interested countries advising proposed dates and requests the SAO, in coordination with host country, determine feasibility of dates offered. As responses are received, the course dates of participating countries are confirmed. DRMI then begins the planning process and plans a survey, if necessary. Former graduates of DRMI resident courses represent a resource for providing assistance. If other countries are involved, see section on regional METS. The following list of logistics requirements is forwarded to the SAO for consideration:

A. General Course Details –

1. Class size: preferred 40, maximum 48, minimum 20
2. Schedule: 5, 6, or 7 45-minute periods per day plus lunch; start time TBD
3. Participants: Military and civilian leaders selected by host country, divided into discussion groups. Approximately 10 per group. One faculty member per group. Each group containing a similar mix of participants (i.e., rank, service, English language capability, etc.). Groups should be determined before team arrives. A list by name, rank and service of participants must be submitted to DRMI coordinator. English language is a real plus, although participants should be selected based on need for resources management education, not language skills since the course is translated. (See para D. below.)

B. Classrooms and Equipment –

1. Lecture room: must contain seats and tables for each class member, faculty and visitors. Must contain overhead projector, screen, and at least three power outlets. Must contain chalkboard/wetboard available for use simultaneously with screen. Can be used as discussion room if absolutely necessary.

2. Discussion rooms: one for each group (3 or 4) with enough seats and tables for approximately 10 participants plus faculty member, contains chalkboard or wetboard and one electric outlet, located close to lecture room.

3. Photocopying: need limited photocopying capability during course.

C. Course Materials –

1. DRMI will mail books and other course materials prior to start of course. All materials should be moved to the teaching site prior to the arrival of team. They will be distributed by the team on the first day of class.

2. Team requires access to teaching site on weekend prior to start of course.

D. Language -- The course will be taught in English. Desire simultaneous interpretation in lecture (2 interpreters) and consecutive translation (2 translators) in discussion. English speaking participants should be balanced among discussion groups. Critical course materials will be in host country language. Faculty will desire meeting with interpreters/translators on weekend prior to start of course. Quality of course is directly tied to quality of interpreters/translators.

E. Accommodations -- faculty will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This arrangement has worked well in the past (e.g., neutral site for participants, easy access, low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO are required to resolve specific logistic issues.

F. Transportation/travel -- team requires transportation to/from teaching site daily. Desire assistance on arrival in passing through customs if deemed necessary. Team will travel on tourist passports whenever possible. If a rental car is recommended, please advise.

G. Communications -- timely communications between DRMI and SAO are critical to success of course (will use fax, telephone, letter, SAN and message). Following is applicable:

1. DRMI MET POC: Don Bonsper

2. Address: Defense Resources Management Institute, 1522 Cunningham Road, Room 106, Naval Postgraduate School, Monterey, California 93943-5201

3. Telephone: (408) 656-2224, Fax (408) 656-2139

4. SAN: DBONSPER

5. Internet: dbonsper@nps.navy.mil

IV. -- Costing and Funding

All costs directly associated to the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. A cost estimate is provided the SAO upon programming of the DRMI MET for planning purposes only (normally \$64,000). This estimate will be reflected in the STL/ISTL until NETSAFA receives a more accurate cost estimate from DRMI and the SAO. Once DRMI receives confirmation from a SAO that the MET is accepted by the country, DRMI and the SAO begin the costing process. There are three areas of consideration in costing a DRMI MET:

A. DRMI Survey (MASL P319015) -- Cost Estimation (for planning purposes only):

1. Survey includes one DRMI instructor's round trip transportation from the U.S. to participating country, per diem as authorized by the U.S. Joint Travel Regulation (JTR) and transportation required while in country. If DRMI has an instructor in the general vicinity at another MET or conference, every attempt will be made to schedule the survey so the participating country only pays part of the transportation costs.

2. If the instructor is a civilian, the salary for the period of the survey will be included (equates to approximately \$400 per day).

B. DRMI MET (MASL P319016) -- Cost Estimation (for planning purposes only)

1. Normally, there are four instructors on site for a period of two weeks. After the first week of instruction, some of the instructors will return to the U.S. and be replaced by other instructors for the second week. The initial cost estimate will include round-trip airfare for up to seven instructors, per diem as authorized by the U.S. JTR, and transportation required while in country.

2. Normally, the mix of instructors from DRMI is three civilians to one military. Salaries will be included for the two week period with some preparatory time. In FY98 this is approximately \$400 per day, per civilian instructor.

3. The DRMI staff, which handles the administrative tasks for each course, also requires additional days of preparatory time. This is estimated at approximately \$215 per day.

4. Course materials provided are approximately \$250 per student if the course is in English. Costs for other languages will depend on translation fees.

5. Shipping costs for course materials depend upon the number of student books to be shipped. A good rule of thumb would be approximately \$30 per student.

6. Book translation fees: DRMI has accumulated a small library of already translated books. If, however, there is a need to translate course material for the requesting country, this fee will be assessed.

C. Expenses incurred by SAO:

1. Translation/interpreting fees
2. Equipment/technical support
3. Conference facilities
4. Printing/photocopying
5. Transportation (if applicable)

The SAO should be aware that historically the items identified in paragraph IV.C. above are the responsibility of the SAO. It should be determined approximately two-three months prior to the MET date who will be responsible for expenses incurred for the logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and the host country representative well in advance. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of the MET. The total cost of a DRMI MET includes the survey, the two week MET and SAO expenses. Approximately one month prior to scheduled start date of DRMI MET, NETSAFA issues a funding document (NAVCOMPT 2275) to DRMI for both the survey and MET. Once the SAO submits the in-country expenses to NETSAFA, a fund cite message is provided. This fund cite should not be exceeded without approval from NETSAFA. Within two weeks after completion of DRMI MET and associated bills are paid, the SAO will submit documentation to NETSAFA for close out of fund cite.

V. -- Responsibilities

The following is provided as a recap of responsibilities to ensure the DRMI MET is successful:

A. SAO (communicate):

1. Request programming
2. Coordinate with country to provide objectives of the DRMI MET and assist DRMI team with identifying host country points of contact (senior leadership of the military, senior civilian officials)
3. Assist DRMI team with country clearance, lodging, and transportation (survey/MET)
4. Provide DRMI list of participants
5. Procure conference facilities
6. Procure interpreters/translators
7. Advise NETSAFA of SAO expenses

8. Receive course materials from DRMI and ensure these items are placed at the conference site the weekend prior to course start date
9. Within two weeks after DRMI MET is complete and associated bills are paid, submit documentation to NETSAFA for close out of fund cite
- B. DRMI (communicate):
 1. Determine country eligibility
 2. Keep NETSAFA informed when communicating directly with SAO
 3. Provide SAO and NETSAFA proposed dates (survey/MET)
 4. Provide SAO with logistics requirements
 5. Develop DRMI MET related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 6. Request country/area clearances (survey/MET)
 7. Upon completion of MET, submit after action report advising DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. NETSAFA (communicate):
 1. Program in STL/ISTL
 2. Enter financial data in STL/ISTL (DRMI/SAO)
 3. Provide funding document to DRMI
 4. Provide fund cite to SAO

VI. -- Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

Defense Institute of International Legal Studies Mobile Education Teams

I. -- Background

The Defense Institute of International Legal Studies provides expertise in the Rule of Law, Justice Systems, and numerous related topics with emphasis on the conduct of Disciplined Military Operations. DIILS works closely with the embassy team and the host country to develop appropriate seminars that are practical, timely, and effective. Seminar topics concern legal-related topics, but the majority of audiences are non-lawyers who need a better understanding of how to operate within the parameters of law and regulations. Participants should include all appropriate personnel – military and civilian – of appropriate rank for the seminar topic. There are an infinite range of possibilities once a relationship has been established with the host nation and specific needs identified. These include topics such as Peace Operations, Law of the Sea, Air Operations, Domestic Operations, Seminars for Instructors, Legal and Ethical Concerns in Public Agencies, and Quality Force Management.

II. -- Programming

The seminars offered by the Defense Institute of International Legal Studies (DIILS) are programmed by any of the following methods:

A. During the annual SATPMR, a representative from DIILS will be available to brief SAOs on seminar offerings. The SAO, in coordination with the Unified Command and DSCA, can program a DIILS MET through NETSAFA. This provides DIILS the earliest opportunity to schedule seminars as desired by the host country.

B. The SAO may contact NETSAFA and DIILS to request this training be added out of cycle for the current, or a future fiscal year, IMET program.

C. The State Department and DSCA may provide funds for a particular country, based on political situations, during the current fiscal year for programming. NETSAFA or DIILS may then contact the SAO to discuss dates and availability for seminars.

Regardless of the method, whenever a DIILS seminar is added to a country's IMET program, the SAO should review the monthly STL or ISTL to ensure that it is properly listed. DIILS seminars will be assigned a Worksheet Control Number (WCN) by NETSAFA. A DIILS Country Program Manager will be assigned to work closely with SAO in carrying out the seminar.

III. – Implementation

A. Assessment of Issues (MASL P309050)

The Assessment of Issues is an initial determination of needs that a host nation has which DIILS can address. If there has been a significant gap since the last DIILS seminar, another Assessment of Issues may be in order before scheduling a follow-on seminar. This Assessment of Issues consists of a visit to the host country, for about five days, by a team composed of two or three DIILS faculty members. This team explores the issues and concerns facing the country in the administration and operation of its military forces. The DIILS team will visit members of the military, civilian government, and non-governmental organizations. The purposes are to learn about the country's institutions and experiences so that the introductory curriculum will be timely and relevant, and to acquaint all parties with the DIILS process and goals. The information gathered during this phase will serve as a foundation for the development of all subsequent programs offered by DIILS. Approximately three months prior to the quarter for which Assessment of Issues is programmed, DIILS will contact the SAO. The DIILS Country Program Manager will provide complete information regarding the Assessment of Issues, the proposed dates for the visit, and what the SAO should do to prepare. (Assessment of Issues requires much more effort on the part of the SAO than any other Phase). DIILS will indicate the appropriate people from both the U.S. country team and the host country (e.g., military leaders, military attorneys, civilian officials from the Ministry of Defense, Ministry of Justice and representatives of other government and non-government agencies) who should be contacted. The SAO will be expected to help ensure that these people will be available to meet with the DIILS faculty during the scheduled dates of the visit. Other SAO responsibilities include assistance with country clearance, lodging, and transportation within the country. The SAO may also choose to join the DIILS team while they visit any or all of the host country officials.

B. Joint CONUS Planning (MASL P309056)

The Joint CONUS Planning phase is conducted in the United States. A delegation of five to eight members from the participating country will travel to the United States and visit military installations, legal institutions, and other appropriate government agencies. During the visit to the United States, the delegation will receive a variety of briefings on U.S. programs. The ultimate goal of this phase is to clearly define the curriculum for future seminars. A CONUS Planning visit can be held in various, appropriate locations throughout the United States. The Planning visit is usually scheduled after completion of the Assessment of Issues.

The participating country will be expected to identify officials and military officers it wishes to send to the United States to help DIILS prepare a course tailored to the country's needs. The SAO is expected to provide DIILS with a list of approved delegates, coordinate dates for the visit, make round-trip international travel reservations, assist with obtaining U.S. visas, and provide DIILS and NETSAFA with arrival information. Detailed information on the process of sending international students to the United States is contained in the Joint Security Assistance Training Regulation (JSATR) and the Department of the Navy Security Assistance Officer Training Guide. The SAO should send copies of ITOs to both DIILS and NETSAFA. The SAO must also brief delegates on all pertinent issues regarding their travel, expenses, location of training, and what is required of them while attending training in the United States.

C. Initial Seminar (MASL P309051)

The Initial Seminar in the host country is presented by a mobile education team comprised of staff and adjunct faculty members from the Defense Institute of International Legal Studies (DIILS). It is designed for a mixed group of military officers, civilian officials, legislators and their staff, leaders of non-governmental organizations, and other persons who work for and with the host military. The curriculum is tailored to best meet specific needs of the host country. DIILS currently has in excess of 200 available topics and continually develops new, timely materials for use in seminars.

The following are meant only as a general guideline. Specifics vary depending on the host country, topic, and unique needs of each seminar.

1. General Course Details –

- a. Class size: Minimum 30, maximum 80. Optimal size is 50-60.

b. Schedule: 7 meeting periods per day with periodic breaks and an hour for lunch. The schedule should follow the normal workday in the host country. Lunch and refreshments should be provided at the seminar facility so that discussions can continue during the meal break.

c. Structure: Large group presentations, panels, small group discussions, role playing, and other methods are utilized in order to ensure maximum interaction between participants and the DIILS team.

2. Facilities and Equipment—one large room for presentations and four rooms for small group work are required. The large room should have electrical outlets to support computer and presentation equipment, a screen or suitable light colored surface for projection, and adequate, obstruction free, seating for participants and team. Small group rooms should have tables at which to work, and white boards or butcher block stands. The DIILS team coordinator will need information about the electrical power supply at the facility (voltage, frequency, and reliability).

3. Seminar materials—DIILS will provide seminar materials prior to the start of the course. Materials will be distributed to participants by the faculty on the first day of the seminar.

4. Language—DIILS faculty members will make presentations to the seminar and interact with other seminar participants in English. Qualified interpreters, therefore, will be required to assist the DIILS faculty throughout the seminar. DIILS can bring equipment for use in simultaneous translation.

Seminar materials will be provided to the SAO as soon as is practical after the schedule of the seminar is confirmed. Interpreters hired for the seminar should be familiar with all materials and visual aids provided. The DIILS team will require a meeting with all seminar interpreters in advance (usually on the weekend prior to the start of the seminar). The quality of the seminar is directly related to the quality of the interpreters provided.

5. Participants—Government officials from the military, legislature, judiciary and civil service may participate. The expanded IMET program also permits attendance by leaders of non-government organizations, but their participation should be discussed specifically with DIILS in advance. Note that there are also limitations on the participation of police forces in IMET programs; any participation by members of the police should be identified and approved in advance.

6. Accommodations—DIILS will require assistance from the SAO in making lodging accommodations for the team.

7. Transportation—DIILS will require assistance from the SAO in arranging transportation within the host country.

8. Communications—Timely communications between the SAO and DIILS are critical to the success of every phase of the seminar. SAOs should use the following as points of contact:

a. Address: Defense Institute of International Legal Studies, 360 Elliot Street, Newport, RI 02841-1523

b. Telephone: (401) 841-1524; DSN 948-1524

c. Fax: (401) 841-4570; DSN 948-4570

d. Internet e-mail: A particular staff member's address is that person's last name plus first and middle initial @jag.navy.mil

Example: munroeww@jag.navy.mil

e. Message Address: DEFINSTINLEGSTUDIES NEWPORT RI//

C. Follow-On Seminars (MASL P309061)

Once the initial executive seminar is completed, similar or more advanced follow-on seminars are available. SAO responsibilities, and the processes, for implementing seminars for continuing education will be similar to those described above for the Initial Seminar.

IV.—Costing and Funding

All costs directly associated with a DIILS seminar are reimbursable. NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the participating country's total IMET allocation. A cost estimate is provided to the SAO, for planning purposes only, when a course is initially programmed. This cost estimate will be reflected in the STL/ISTL. Once specific dates for courses (or phases) and details (composition of team, translation, printing, travel, etc.) are confirmed, a revised cost estimate will be prepared by DIILS and reported to the SAO and NETSAFA. Funding will then be issued by NETSAFA to DIILS to

pay all seminar expenses. DIILS will provide funding authorization to the SAO for expenses to be paid in the host country. Cost estimates will be developed in the following manner:

A. Assessment of Issues -- (MASL P309050): Upon initial programming, NETSAFA will use an estimated cost for planning purposes. When the details of the Assessment of Issues are known (dates, travel itinerary, team membership, etc), DIILS will revise the cost estimate to include:

1. Round trip transportation between each team member's duty station and the host country.
2. Per diem for each team member as authorized by the U.S. Joint Travel Regulation (JTR).
3. Excess baggage costs, if necessary.
4. Transportation while in the host country.
5. Interpreter fees.
6. Course fee

B. Joint CONUS Planning -- (MASL P309056): Upon initial programming, NETSAFA will use an estimated cost for planning purposes. When the details of the delegation visit are known (dates, travel itinerary, membership of delegation, etc) DIILS will revise the cost estimate to include:

1. Round trip transportation between the participating country and the U.S. for each member of the visiting delegation.
2. Cost of the delegates' lodging in the U.S.
3. Cost of the delegates' food allowance in the U.S.
4. Transportation expenses while in the U.S.
5. Interpreter fees, as needed.
6. Travel expenses and per diem costs for DIILS instructors accompanying the delegation within the U.S., as applicable.
7. Course materials.
8. Course fee

C. Initial Seminar -- (MASL P309051): Upon initial programming, NETSAFA will estimate cost for planning purposes. When the details of the seminar visit are known, DIILS will revise the cost estimate to include:

1. Round trip transportation between each team member's duty station and the host country.
2. Per diem for each team member as authorized by the U.S. Joint Travel Regulation (JTR).
3. Excess baggage costs (for course materials and equipment).
4. Transportation while in the host country.
5. Interpreter fees.
6. Seminar material translation and printing costs.
7. Conference facility costs, as applicable.
8. Course fee

D. Follow-On Seminars -- (MASL , P309061)

Costs for follow-on programs conducted in the host country will be determined in a manner similar to that described above for Phase III.

Civil-Military Relations Mobile Education Teams

I.—Background

The Center for Civil-Military Relations (CCMR) conducts on-site METs in international countries as part of the DSCA Expanded IMET initiative. The CIV-MIL Relations one-week MET is sometimes preceded by a two-three day survey.

II.—Programming

CIV-MIL Relations METs are programmed by one of the following methods:

A. During the annual SATPMR, a representative from CCMR will be available to provide information with regard to the objectives of a CIV-MIL Relations MET. The SAO, in coordination with the Unified Command and DSCA, requests the appropriate country program manager from

NETSAFA add this training to the host country's program. NETSAFA programs the MET in the STL/ISTL by assigning a WCN (normally 500 series). If a CIV-MIL MET is requested during the SATPMR and it does not appear on the STL/ISTL with the July report, the SAO should notify NETSAFA.

B. The SAO submits an official request to NETSAFA, info Unified Command, DSCA, Navy IPO and CCMR. Once determined by all concerned that MET is feasible, NETSAFA will program into the STL/ISTL.

C. State Department and DSCA may provide funds for a particular country based on political situations during the current fiscal year requiring Expanded IMET programming. NETSAFA or CCMR may then contact the SAO to discuss dates and availability of training.

III.—Implementation

Upon completion of the last SATPMR (May time frame), CCMR should submit a consolidated list of proposed METs to DSCA for approval, info Navy IPO and NETSAFA. Once the list is approved by DSCA, CCMR team starts the planning process. The SAO will be notified of proposed survey and MET dates. The following addresses logistics and administrative considerations:

A. Participants—The single most important MET course decision involves the selection of participants. This process must begin with the senior leadership of the military, senior civilian officials and legislators. Military and civilian leaders are selected by the host country. English language capability is a real plus, but primary selection should be based upon the need for the CIV-MIL Relations education and not on language skills since the course is interpreted. (See paragraph E.)

B. General Course Details—

1. Class size: 30 – 50
2. Schedule: 0900 -- 1630 (approximately) (5-7 45-minute periods per day plus lunch)
3. Course structure: The course is presented in both lecture and small group discussion format. Faculty will present lectures to the entire class which will then be followed by a discussion period. Participants need to be divided/assigned to a discussion group which normally consists of approximately eight-ten participants plus one faculty. Discussion groups should be determined before the MET team arrives and should contain a similar mix of military, civilian officials and legislators. Avoid grouping like participants together; e.g., all legislators in one group, all military in another, etc. Participants with good English language capability should be spread across discussion groups to help with translation.

C. Classrooms and Equipment—Ideally available at hotel (see hotel accommodations below)

1. Lecture room: one large room with enough seats and tables for the entire class plus faculty and visitors; a podium, overhead projector and screen, at least three power outlets, and chalkboard/wetboard. The lecture room can be used as one of the four discussion rooms if necessary.
2. Discussion rooms: one room for each group (three or four), with enough seats and tables for approximately ten participants plus a faculty member. Discussion rooms should contain chalkboard or wetboard, one electrical outlet, and be located close to the lecture room.
3. Photocopying: limited photocopying capability required

D. Course materials—CCMR will prepare a packet of lecture outlines, case studies, and faculty biographies for students' use during the MET. Normally these materials are faxed or mailed to the SAO one month prior to the start of the course. The SAO then arranges for translation and copying of course materials, which will then be distributed to participants by faculty on the first day of the course. If translation and/or copying facilities are not available in-country, CCMR can arrange to have materials translated in Monterey and hand-carried to the MET. The CCMR team will require access to the teaching site on the weekend prior to the start of the course.

E. Language—The course will be taught in English. It is critical that high-quality simultaneous interpretation be provided during the lectures and that consecutive interpretation be provided in the discussion periods. English speaking participants should be balanced among discussion groups. Critical course materials will be in the host country language. Faculty will need to meet

with interpreters/translators for two-three hours on the weekend prior to the start of the course. The quality of the course is directly tied to the quality of interpreters/translators.

F. Hotel accommodations—The CCMR team will stay at a local, western-style hotel. If the hotel has conference facilities, these can be used to conduct the course. This arrangement has worked well in the past (e.g., neutral site for participants, easy access, low logistics requirements for Embassy, MOD/Government, etc.). Discussions between the SAO and CCMR are required to resolve specific logistic issues.

G. Communications—Advance planning and timely communication (fax, telephone, letter, SAN and message traffic) between CCMR and SAO are important to the success of the MET. The following is applicable:

1. CCMR POC: Mr. Richard Hoffman, Executive Director
2. Address: The Center for Civil-Military Relations, Code CM, 1 University Way B80, Naval Postgraduate School, Monterey, CA 93943-5001
3. Telephone: (408) 656-3171/3173/3497/3561, Fax (408) 656-3351
4. Internet: rhoffman@nps.navy.mil

IV.—Costing and Funding

All costs directly associated to the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. A cost estimate is provided the SAO upon programming of the CIV-MIL Relations MET for planning purposes only (normally \$43,000). This estimate will be reflected in the STL/ISTL until NETSAFA receives a more accurate cost estimate from CCMR and the SAO. Once CCMR receives confirmation from the SAO that the MET is accepted by the country, CCMR and the SAO begin the costing process. There are three areas of consideration in costing a CIV-MIL Relations MET:

A. CIV-MIL Relations Survey (MASL P309073) -- Cost estimation (for planning purposes only):

1. Survey includes one CCMR instructor's round trip transportation from the U.S. to participating country, per diem as authorized by the U.S. JTR and transportation required while in country. If the CCMR has an instructor in the general vicinity at another MET or conference, every attempt is made to try to schedule the survey so the participating country only pays part of the transportation costs.

2. If the instructor is civilian, the salary for the period of the survey will be included (for FY98, that equates to approximately \$450 per day).

B. CIV-MIL Relations MET (MASL P309070) -- Cost Estimation (for planning purposes only)

1. Normally, there are four instructors on site for the one-week course. The initial cost estimate will include round-trip airfare for four instructors, per diem as authorized by the U.S. JTR, and transportation required while in country.

2. Normally, instructors are civilians. Salaries will be included for the one week period and for two days preparatory time. In FY98, this is approximately \$450 per day, per instructor.

3. The CCMR staff, which handles the research and administrative functions in preparation for each course, requires approximately ten days of preparatory time. This is estimated at approximately \$250 per day.

4. Course materials provided are approximately \$25.00 per student.

5. Shipping costs for course materials depend upon the number of students. A good rule of thumb would be approximately \$25 per student.

6. Translation fees. CCMR has accumulated a small library of already translated articles and books. If, however, they need to translate for the requesting country, this fee will be assessed.

C. Expenses incurred by SAO:

1. Translation/interpreting Fees
2. Equipment/technical support
3. Conference facilities
4. Printing/photocopying
5. Local transportation (if applicable)

SAO should be aware that historically the items identified above are the responsibility of the SAO. It should be determined approximately two-three months prior to the MET date who will be responsible for expenses incurred for logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and host country representative. The estimated cost of all in-country expenses to be included in the final MET budget should be submitted to CCMR no less than two months prior to the MET date, and ideally prior to the pre-course survey. CCMR will prepare a complete budget with all costs (the survey, the one-week MET, and necessary SAO expenses) and forward it to NETSAFA. Approximately one month prior to scheduled start date of a civil-military relations MET, NETSAFA will issue a funding document (NAVCOMPT 2275) to CCMR for all related expenses. CCMR will then provide the SAO with a fund cite to cover itemized country expenses. This fund cite should not be exceeded without approval from NETSAFA and CCMR. Within two weeks after the MET is complete and associated bills are paid, SAO will submit documentation to NETSAFA and CCMR for close out of fund cite.

V.—Responsibilities

The following is provided as a recap of responsibilities to ensure CIV-MIL Relations MET is successful:

- A. SAO -- (communicate):
 - 1. Request programming
 - 2. Coordinate with country to identify host-nation desired topics and provide objectives of the CIV-MIL Relations MET, and assist CCMR team with identifying country points of contact (senior leadership of the military, senior civilian officials, legislators)
 - 3. Assist CCMR team with country clearance, lodging and transportation (survey/MET)
 - 4. Provide CCMR with a list of participants by group
 - 5. Procure conference facilities
 - 6. Procure interpreters/translators
 - 7. Advise NETSAFA and CCMR of SAO expenses
 - 8. Receive course materials from CCMR, arrange for translation and copying if necessary, and ensure they are placed at the conference site the weekend prior to course start date
 - 9. Within two weeks after the CIV-MIL Relations MET is complete and associated bills are paid, submit documentation to NETSAFA and CCMR for close out of fund cite
- B. CCMR (communicate):
 - 1. Determine country eligibility
 - 2. Keep NETSAFA informed when communicating directly with SAO
 - 3. Provide SAO and NETSAFA proposed dates (survey/MET)
 - 4. Provide SAO with logistics requirements
 - 5. Develop CIV-MIL Relations MET-related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 - 6. Request country/area clearances (survey/MET)
 - 7. Provide SAO with fund cite for in-country expenses
 - 8. Upon completion of MET, submit after action report advising DSCA, Unified Command, SAO, Navy IPO and NETSAFA
- C. NETSAFA (communicate):
 - 1. Program in STL/ISTL
 - 2. Enter financial data in STL/ISTL (CCMR/SAO)
 - 3. Provide funding document to CCMR

VI. – Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program. Cancellations made prior to 60 days ahead will be assessed no penalty. Cancellations made within 60 days will be assessed a penalty of 50% of the total cost of the MET. For the CCMR Executive Program, no-shows will be penalized a full 100% of the proportional share of the cost for that country.

Naval Postgraduate School (NPS) Mobile Education Teams

I.—Background

The Naval Postgraduate School (NPS) and the Naval Center for Acquisition Training (NCAT) staffs teach the Acquisition Management Series as part of the DSCA Expanded IMET initiative. These courses vary in length from one day to four weeks and can be tailored to a particular country's need. As such, this program is divided into three phases. Phase I (needs assessment) is conducted in the host country. Phase II (Course Development), if desired, is conducted via MET or in CONUS. Phase III (Course Delivery) is conducted either in CONUS or in the host country.

II.—Programming of Phase I

Phase I consists of a survey team of one-three NPS/NCAT instructors who visit the host country for about three to five days. During this time, the team meets key individuals to make a personal assessment of the acquisition issues and concerns facing the country, discuss the NPS/NCAT Series of Acquisition Management Courses, determine any requirements for customized or tailored courses, and develop a plan for follow-on phases of work. Typically, time will be spent with key members of the public sector (federal, provincial and local government). The goal of this Phase is to learn about the issues a country is facing as well as the philosophies of their Government relative to their Acquisition system thus determining the level and need for training. In particular, this Phase will determine whether Phase II is required. Phase I is initially scheduled by one of the following methods:

A. During the annual SATPMR, a NPS/NCAT representative will be available to provide information with regard to the objectives of this program as well as answer questions relative to the curriculum. The SAO, in coordination with the Unified Command and the DSCA, requests the appropriate country program manager from NETSAFA to add this training to the host country's program. NETSAFA programs the MET in the STL/ISTL by assigning a Worksheet Control Number (WCN). If Phase I is requested during the SATPMR and it does not appear on the STL/ISTL with the July report, the SAO should notify NETSAFA.

B. The SAO submits an official request to NETSAFA, info Unified Command, DSCA, Navy IPO and NPS/NCAT. Once determined by all concerned that the MET is feasible, NETSAFA will program it into the STL/ISTL.

C. State Department and DSCA may provide funds for a particular country based upon political situations during the current fiscal year requiring Expanded IMET programming. NETSAFA or NPS/NCAT may then contact the SAO to discuss dates and availability of training. Once training is added to a particular country's IMET program, the SAO should check the STL or ISTL to see that it is listed. It will be assigned a WCN by NETSAFA. The STL/ISTL will also list the MASL Number (P309125), the quarter of the fiscal year it should occur, and an estimated cost.

III.—Implementation of Phase I

Upon completion of the last SATPMR (May time frame), NPS/NCAT should submit a consolidated list of proposed METs to DSCA for approval, info Navy IPO and NETSAFA. Once the list is approved by DSCA, the NPS/NCAT team starts the planning process. The SAO will be notified of proposed visit and MET dates. NPS/NCAT will provide complete information regarding the visit, the recommended dates for Phase I, and what the SAO must do to prepare. Phase I requires much more effort on the part of the SAO than any other Phase. NPS/NCAT will work with the SAO and other appropriate people in the American Embassy to determine the type of personnel that should represent the country.

The SAO must ensure that these people be available to meet with the instructors during the scheduled dates. The SAO must also arrange for an interpreter if necessary. Other SAO responsibilities include assistance with country clearance, lodging, and transportation. The SAO may also choose to join the instructors while they visit any or all of the country officials.

IV.—Costing and Funding of Phase I

All costs directly associated with the MET are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. Upon initial programming, NETSAFA estimates \$21,000 as the cost for funding purposes. Once dates are confirmed and team members are identified, a more accurate cost is determined. Costs estimation (for planning purposes only) includes:

A. Travel expenses for team members.

Note: If NPS/NCAT has another team member in the general vicinity at another MET or conference, every attempt will be made to try to schedule all METs so that the participating country only pays part of the transportation costs.

B. Civilian salaries.

C. SAO expenses. (Note: SAO expenses may include interpreter fees or transportation costs that must be paid prior to the arrival of the team). It should be determined approximately two-three months prior to the Phase I date who will be responsible for expenses incurred for logistics support related items. In some cases the host country pays these expenses. This should be resolved between the SAO and host country representative well in advance. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of Phase I. Approximately one month prior to scheduled start date of Phase I, NETSAFA will issue a funding document (NAVCOMPT 2275) to NPS/NCAT for Phase I. If the SAO has in-country expenses, NETSAFA will send a fund cite message to cover these expenses.

V.—Responsibilities of Phase I

The following is provided as a recap of responsibilities to ensure success:

A. SAO (communicate):

1. Request programming
2. Coordinate with host country to provide objectives of MET and assist NPS/NCAT team with identifying country points of contact
3. Arrange for interpreter if needed
4. Assist team with country clearance, lodging and transportation
5. Advise NETSAFA of SAO expenses
6. Within two weeks after Phase I is completed and associated bills are paid, submit documentation to NETSAFA for close out of the fund cite, (if applicable)

B. NPS/NCAT (communicate):

1. Keep NETSAFA informed when communicating directly with SAO
2. Provide SAO and NETSAFA proposed dates
3. Provide SAO with logistics requirements
4. Develop related costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
5. Request country/area clearances
6. Upon completion of MET, submit an After Action Report to DSCA, Unified Command, SAO, Navy IPO and NETSAFA within 30 working days

C. NETSAFA (communicate):

1. Program in STL/ISTL
2. Enter financial data in STL/ISTL
3. Provide funding document to NPS/NCAT
4. Provide fund cite to SAO if necessary

VI.—Programming of Phase II

The scheduling process is normally the same as Phase I and is normally programmed at the same time as Phase I. However, the need to execute a Phase II will not be determined until the conclusion of Phase I and reported in the After Action Report. Ideally, Phase II will be scheduled within 90 days of the completion of Phase I which allows the NPS/NCAT team sufficient time to prepare the draft version of the customized/tailored course. Occasionally, there is not sufficient time or funding remaining in the current fiscal year and Phase II may have to be programmed in the next year's IMET program.

Phase II may be conducted in CONUS or via a MET. This is the curriculum building phase. If Phase II is conducted in CONUS, one or more delegates from the country will travel to the U.S. (normally to either Norfolk, Virginia; Rock Island, Illinois; or Monterey, California depending upon

the functional area) for a period of five days. They will review the draft course and assist the NPS/NCAT team in any changes recommended to be included. If desired, Phase II includes delivery of a pilot course. Again, the SAO should check the STL or ISTL to see that it is listed. It will be assigned a WCN. The STL/ISTL will also list the MASL Number (P309129), the quarter of the fiscal year it should occur and an estimated cost. Phase II cannot be confirmed until the decision is made whether it will be performed in CONUS or in country. For CONUS, the SAO identifies delegate(s) to arrive in the United States and coordinates the dates with the NPS/NCAT Team Leader.

VII.—Implementation of Phase II

If Phase II is confirmed as desired at the completion of the Phase I effort, the decision on whether to conduct Phase II either via MET or in CONUS, whether a pilot course is desired, and the dates for this phase are usually determined as the NPS/NCAT delegation leaves the country at the conclusion of Phase I and out-brief the SAO. Thus, there should be good coordination and communication between all parties as to the need for, objectives of, and timing of Phase II. If Phase II is to be conducted in CONUS, the country identifies the delegate(s) they wish to send to the United States for one week to work with the NPS/NCAT staff and faculty. The delegate(s) must be very familiar with their own country's acquisition system and processes in order to guide the NPS/NCAT personnel through the review of the proposed course. Unless delegate(s) are excellent communicators (ECL of 80), an interpreter will be required. The SAO must provide NPS/NCAT names of the delegates and coordinate supporting requirements for the delegation 30 days prior to implementation of Phase II.

VIII.—Costing and Funding of Phase II

A cost estimate is programmed for planning/funding purposes after the decisions regarding location and the desire for a pilot offering are made. If to be conducted in CONUS, the SAO identifies the number of delegates and NPS/NCAT identifies staff and faculty, location of the effort, and whether a pilot offering is desired. The approximate cost is based upon course development costs plus other expenses. If in CONUS, it also includes the expenses for several delegates' travel from the participating country to the designated location with the United States. The estimate also includes the costs for an interpreter, if required. If NPS/NCAT requires assisting faculty from other locations in the United States, their travel expenses and per diem costs are also included.

IX.—Responsibilities of Phase II

Recap of responsibilities are as follows:

- A. SAO (communicate):
 - 1. Request programming
 - 2. If to be in CONUS:
 - a. Identify delegate(s) and coordinate dates with NPS/NCAT
 - b. Determine ECL's and/or need for translator
 - c. Make airline reservations and assist with visa(s)
 - d. Issue ITO after receipt of authority from NETSAFA
 - e. Purchase round trip airline tickets for delegates to/from training location
 - f. Provide delegate(s) with standard briefing before arriving in the United States
 - 3. Provide NPS/NCAT and NETSAFA with arrival information
 - 4. Ensure visiting delegation has the authority to commit to Phase III course delivery schedule.
- B. NPS/NCAT (communicate):
 - 1. Schedule review dates with SAO
 - 2. Keep NETSAFA informed when communicating directly with SAO
 - 3. Coordinate staff and faculty and schedule of events
 - 4. Make reservations for lodging and arrange transportation
 - 5. Conduct course development review
 - 6. Conduct pilot offering, if necessary

7. Upon completion of Phase II review, submit an after action report to DSCA, Unified Command, SAO, Navy IPO and NETSAFA

C. NETSAFA (communicate):

1. Program in STL/ISTL
2. Provide ITO authority to SAO
3. Enter financial data in STL/ISTL
4. Provide funding document to NPS/NCAT

X.—Programming of Phase III

Programming Phase III is very similar to Phases I and II. Phase III is the actual course delivery phase and can be via MET or in CONUS. This Phase will also be used to schedule and deliver follow-on offerings of the new course. Phase III is usually confirmed during Phase II. If Phase II was conducted in CONUS, the delegation sent from the host country should be prepared to make final arrangements during Phase II for the course and have the authority to do so. If not, the SAO must coordinate with NPS/NCAT soon after the representatives return to their home country regarding the scheduling of course dates. Again, the SAO should check the STL/ISTL to see that it is listed. A WCN will be assigned by NETSAFA. The STL/ISTL will also list the MASL Number (P309127 for the MET), the quarter of the fiscal year it should occur (until dates have been confirmed) and an estimated cost.

XI.—Implementation of Phase III

If via a MET, NPS/NCAT will send 1 to 4 instructors to host country. The following addresses logistics and administrative considerations:

A. General Course Details—

1. Class size: 20 to 30 students
2. Schedule: 0815-1615 (five to seven 45 minute sessions daily, plus lunch—can be adjusted to meet host country's desires)
3. Structure: Each class has its own unique format; however, generally the courses are presented in lecture and small group discussions. Additionally, some courses require the use of high-technology computers with specific software packages. For these courses, the requirements will be identified during Phases I and/or II so that the country can provide the proper equipment.

B. Classrooms and Equipment

1. Lecture room: one large room with enough seats and tables for the entire class plus faculty and visitors; a lectern, overhead projector and screen, at least three power outlets (unless more required for computers), and chalkboard (or wetboard). The lecture room should have good ventilation including proper cooling and heating. The lecture room can be used as one of the discussion rooms if necessary. Note: If computers are required, it is recommended that one computer be provided for each two students and that the lecture room be adequately sized to accommodate the computer space.

2. Discussion rooms: If discussion rooms are required, one room for each group (normally six) with enough seats and tables for approximately ten participants plus a faculty member.

3. Photocopying: limited photocopying capability required

4. Telephones: Access to telephones to communicate to United States counterparts as necessary.

C. Course materials—NPS/NCAT will mail and/or hand carry course materials prior to the start of the course. All materials should be verified as received, checked for damage, and moved to the teaching site prior to the arrival of the team.

D. Language—The course will be taught in English. As required, high quality simultaneous interpretation should be provided during the lectures and consecutive translation be provided in the discussion periods.

E. Communications—Communications between NPS/NCAT and DSCA/DAO/SAO/Training Officer are critical. Following is applicable:

1. NPS/NCAT POC: Mr. Richard Ashford, Director, International Acquisition Training and Research.

2. Address: 731 Austin Avenue, Sonoma, California 95476

3. Telephone: (707) 938-4615, Fax (707) 938-3892

4. Internet: train@nps.navy.mil or rfashfor@NPS.NAVY.MIL

XII.—Costing and Funding of Phase III

All costs directly associated with this Phase are reimbursable, but NETSAFA must be notified as soon as possible to ensure adequate funding is available based upon the Navy's portion of the country's total allocation. A cost estimate is provided to the SAO upon programming of the MET for planning purposes only. This estimate will be reflected in the STL/ISTL until NETSAFA receives a more accurate cost estimate from NPS/NCAT and the SAO. Once NPS/NCAT receive confirmation from the SAO that the MET is accepted by the country, NPS/NCAT and the SAO begin the costing process. There are two areas of consideration in costing the Phase III:

A. NPS/NCAT Expenses

1. Faculty: The number of faculty vary from one to four for courses of one day to four weeks duration. The initial cost estimate will include relevant travel expenses. If conducted in CONUS, salaries and expenses may include those of faculty from other NPS/NCAT sites. Salaries will be included for the course period and for preparation time
2. NPS/NCAT administrative staff preparation time
3. Course materials as provided
4. Shipping costs for course materials (depends upon the number of students and location)
5. Translation fees. If, for any reason, NPS/NCAT are asked to provide the translators, the practicality of this and associated fees will be assessed.

B. Expenses incurred by SAO:

1. Translation/interpreting Fees
2. Equipment/technical support
3. Conference facilities
4. Printing/photocopying
5. Transportation (if applicable)

SAO should be aware that historically the items identified above are the responsibility of the SAO. It should be determined approximately two-three months prior to Phase III date who will be responsible for expenses incurred for the logistics support related items. In some cases the host country pays these expenses. The estimated cost should be submitted to NETSAFA for inclusion in the total cost of this Phase.

Approximately one month prior to scheduled start date of Phase III, NETSAFA issues a funding document (NAVCOMPT 2275) to NPS/NCAT. Once the SAO submits the in-country expenses to NETSAFA, a fund cite message is provided.

XIII.—Responsibilities for Phase III

The following is provided as a recap of responsibilities to ensure this Phase is successful:

A. SAO -- (communicate):

1. Request programming
2. Assist NPS/NCAT team with country clearance, lodging and transportation as required
3. Provide NPS/NCAT with a list of participants by group
4. If a MET:
 - a. Procure conference facilities
 - b. Procure interpreters/translators
 - c. Receive course materials from NPS/NCAT, ensure their condition, and ensure they are placed at the conference site
 - d. For computer-based courses, ensure that the host country provides the necessary hardware and software as outlined by NPS/NCAT
5. Advise NETSAFA of SAO expenses
6. Within two weeks after the course is complete and associated bills are paid, submit documentation to NETSAFA for close out of fund cite

B. NPS/NCAT (communicate):

1. Keep NETSAFA informed when communicating directly with SAO
2. Provide SAO and NETSAFA proposed dates
3. Provide SAO with logistics requirements

4. Develop costs and submit to NETSAFA/SAO for inclusion in STL/ISTL
 5. Request country/area clearances if to be a MET
 6. If taught in CONUS take the lead on course logistics plus others as requested by the
SAO
 7. Upon completion of course, submit after action report advising DSCA, Unified
Command, SAO, Navy IPO and NETSAFA
- C. NETSAFA (communicate):
1. Program in STL/ISTL
 2. Enter financial data in STL/ISTL
 3. Provide funding document to NPS/NCAT
 4. Provide fund cite to SAO

XIV.—Cancellations

All preparation expenses actually incurred, after funding authority has been provided by the MILDEPs, will be charged to the country's IMET program.

APPENDIX A

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B176560	JAG Officer Military Judge Course	6
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D171032	Company Grade Professional Development Course	13
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D173063	Civil-Military Strategy for Internal Development (CMSID - Latin America)	13
D173066	Civil-Military Strategy for Internal Development (CMSID - Africa)	13
D173070	Civ-Mil Strategy for Internal Development (CMSID - Cent & C80 East Europe)	13
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D173075	Civil-Military Strategy for Internal Development (CMSID - Asia/Pacific)	13
D175466	Effective Health Care Resource Management (EHRM)	10
D175467	HIV/AIDS Planning/Policy Development	10
D176006	Rule of Law and Disciplined Military Operations	13
D178088	Secur Asst Mgt – Foreign Purchaser Resource Mgt Planning & Mgt Course	12
D178206	Master of Science – Cost Analysis	14
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D305013	Secur Asst Mgt – Foreign Purchaser Resource Mgt Plng & Mgt Course MET	12
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D309011	Leadership Course in Regional Disaster Response and Trauma System	10
D309017	Leadership Program in Disaster Public Health & Public Health System (MET)	10
D309018	Prep'n, Response, & Consequence Mgt in Disaster: Mental Health Aspects	11
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